

Department of the Army
Headquarters, United States Army
Training and Doctrine Command
Fort Monroe, Virginia 23651-1047

*TRADOC Reg 10-5-1

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Organization and Functions HEADQUARTERS, U.S. ARMY TRAINING AND DOCTRINE COMMAND

Summary. This regulation prescribes the organization, mission, and functions of the Headquarters (HQ), U.S. Army Training and Doctrine Command (TRADOC).

Applicability. This regulation applies to all elements of HQ TRADOC.

Supplementation. Supplementation of this regulation is prohibited unless specifically approved by the Deputy Commanding General (DCG)/Chief of Staff (CofS) (ATCS), 7 Fenwick Road, Fort Monroe, VA 23651-1049.

Suggested improvements. The lead organization responsible for this regulation is the Deputy Chief of Staff for Resource Management (DCSRM). Send comments and suggested improvements on Department of the Army (DA) Form 2028 (Recommended changes to Publications and Blank Forms) or DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal) through channels to Commander, HQ TRADOC (ATRM-M), Fort Monroe, VA 23651-1048.

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*This regulation supersedes HQ TRADOC Memorandum, 22 Dec 03, Subj: HQ TRADOC Staff Operational and Organizational (O&O) Plan.

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Chapter 1

Introduction

1-1. Purpose. This regulation defines and delineates the organization, functions, and responsibilities for HQ TRADOC.

1-2. References. [Appendix A](#) contains the related publications.

1-3. Explanation of abbreviations and terms. The [glossary](#) contains abbreviations and explanations of terms used in this regulation.

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1-4. Responsibilities.

- a. TRADOC DCG/CofS. The DCG/CofS will approve changes to this regulation.
- b. The DCSRM will:
 - (1) Serve as the lead for this regulation.
 - (2) Advise and assist HQ TRADOC elements on organizational and functional alignment, standardization, format, and adequacy of statements of responsibilities and functions.
 - (3) Ensure that TRADOC Regulation (TR) 10-5-1 is consistent with TR 10-5 and is coordinated and integrated across TRADOC before developing recommendations for change.
 - (4) Review and coordinate proposed changes and forward recommendations for approval to the DCG/CofS.
 - (5) Recommend to the DCG/CofS and process approved changes to the HQ TRADOC Table of Distribution and Allowances (TDA).
- c. Headquarters TRADOC elements. The HQ TRADOC elements will ensure that definitions of the organizational structure, functions, and responsibilities shown in this regulation are current and accurate. Given the dynamic nature of military transformation and the operational environment (OE), each organization will routinely undertake a critical analysis and review of its structure, functions, and responsibilities. An annual update of this regulation will integrate these results and help ensure HQ TRADOC remains an agile, innovative organization.

1-5. Scope.

- a. This regulation focuses on the organization, functions, and responsibilities of HQ TRADOC and how HQ TRADOC supports the missions and functions assigned to TRADOC.
- b. TRADOC Regulation 10-5 is the capstone organization and functions regulation for TRADOC. The following organizations have a separate supporting regulation that describes that organization's structure, functions, major responsibilities for its subordinate organizations, and relationships with other organizations: HQ TRADOC (TR 10-5-1), TRADOC Futures Center (FC) (TR 10-5-2), U.S. Army Accessions Command (USAAC) (TR 10-5-3), Combined Arms Center (CAC) (TR 10-5-4), Combined Arms Support Command (CASCOM) (TR 10-5-5), U.S. Army War College (USAWC) (TR 10-5-6), and TRADOC Analysis Center (TRAC) (TR 10-5-7).

1-6. Policy.

a. This regulation assigns functions and responsibilities to the command group, personal staff, special staff, and coordinating staff offices (collectively referred to as HQ TRADOC elements). Further assignment within subordinate elements is the responsibility of the office chief concerned, subject to the provisions of paragraph 1-4.

b. Each HQ TRADOC element will structure itself to facilitate effective and efficient mission accomplishment. Office chiefs will organize their offices with the least number of elements, without layering of supervisory echelons, and with the least manpower required to carry out their responsibilities. Similar functions will be grouped and consolidated and functions or structures that are duplicated or fragmented or that do not support assigned missions will be eliminated. Elements will be structured with maximum span of control.

c. Headquarters TRADOC elements exist to assist the Commanding General (CG), TRADOC in accomplishing the mission by providing staff management, planning, and coordination capabilities. The command group, personal staff, and special staff elements provide professional and technical services and advice.

d. The management style within HQ TRADOC will be characterized by use of action officers as subject matter experts (SME). Staff procedures will be designed to facilitate efficient action officer operations and interaction.

e. In all matters, HQ TRADOC elements act through the DCG/CofS, who acts on behalf of the CG, TRADOC.

Chapter 2

Mission and Organization

2-1. Mission of TRADOC. The mission of TRADOC is to recruit, train, and educate the Army's Soldiers; develop leaders; support training in units; develop doctrine; establish standards; and build the future Army.

2-2. Organization of HQ TRADOC. The HQ TRADOC consists of a command group, other DCGs, a personal staff, a special staff, and a coordinating staff with several field operating activities (FOA) in support of the coordinating staff. Although established as a FOA, TRADOC FC is an integral part of, and functions as an element of HQ TRADOC ([see fig 2-1](#)).

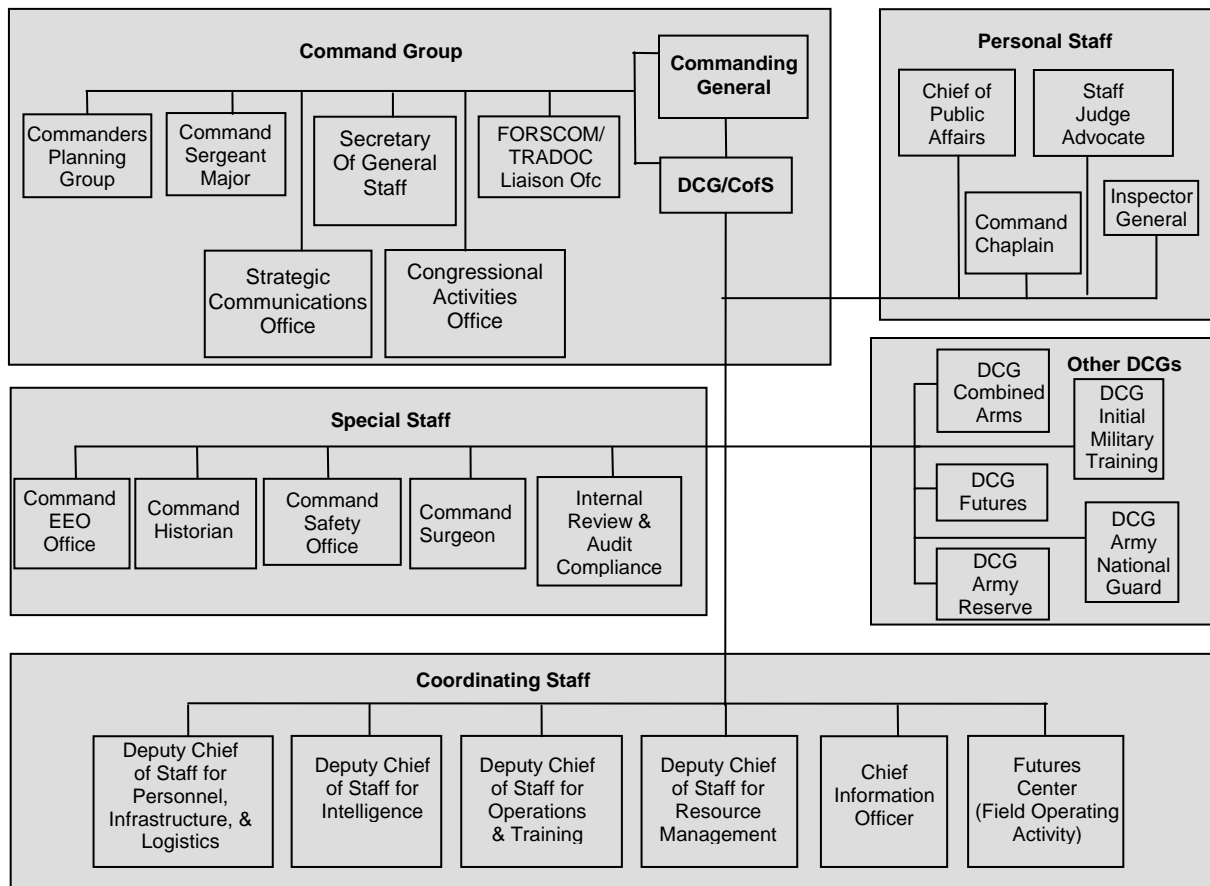


Figure 2-1. Headquarters TRADOC organization

a. The command group consists of the:

- CG.
- DCG/CofS.
- Commander's Planning Group (CPG).
- Command Sergeant Major (CSM).
- TRADOC Strategic Communications (STRATCOM) Office.
- Secretary of the General Staff (SGS).
- Congressional Activities Office (CAO).
- Forces Command (FORSCOM)/TRADOC Liaison Office.

b. The five other DCGs are:

- DCG, Combined Arms (CA).
- DCG, Initial Military Training (IMT).
- DCG, Futures (F).
- DCG, Army National Guard (ARNG).

- DCG, U.S. Army Reserve (USAR).
- c. The personal staff consists of the:
- Chief of Public Affairs (CPA).
 - Command Chaplain
 - The Staff Judge Advocate (SJA).
 - Inspector General (IG).
- d. The special staff consists of the:
- Command Equal Employment Opportunity (EEO) Officer.
 - Command Historian.
 - Command Safety Officer (CSO).
 - Command Surgeon.
 - Internal Review and Audit Compliance (IRAC).
- e. The coordinating staff consists of:
- Deputy Chief of Staff for Personnel, Infrastructure, and Logistics (DCSPIL).
 - Deputy Chief of Staff for Intelligence (DCSINT).
 - Deputy Chief of Staff for Operations and Training (DCSOPS&T).
 - DCSRM.
 - Chief Information Officer (CIO).
 - Director, TRADOC Futures Center.
- f. The FOAs that directly support HQ TRADOC are:
- TRADOC FC (see TR 10-5-2).
 - Army Training Support Center (ATSC), a FOA aligned under DCSOPS&T.
 - Training Operations Management Activity (TOMA), a FOA aligned under DCSOPS&T.
 - Security Assistance Training Field Activity (SATFA), a FOA aligned under DCSOPS&T.
- g. Special activities directly reporting to HQ TRADOC (but not part of HQ TRADOC) are:
- USAWC (see TR 10-5-6).
 - TRAC (see TR 10-5-7).
 - U.S. Army Nuclear and Chemical Agency (see TR 10-5).
 - U.S. Army Aeronautical Services Agency (see TR 10-5).

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2-3. Command and control relationships.

a. TRADOC has designated lead and assist assignments to specify responsibilities and relationships among senior leaders and organizations. Designation of lead and assist assignments is the primary means to fix responsibility at all levels of the organization and across the full range of functions and tasks. Definitions for lead and assist are in the glossary.

b. TRADOC's core competencies, eleven core functions, and three key enablers are identified and defined in TR 10-5.

c. [Table 2-1](#) assigns assist responsibilities to HQ TRADOC elements for TRADOC core functions and key enablers.

Table 2-1

Core function and key enabler assist designations for HQ TRADOC

<u>Core Function</u>	<u>Lead</u>	<u>HQ TRADOC Assist</u>
Recruit	USAAC	
Initial Military Training	USAAC	DCSOPS&T
Functional Training	CAC	DCSOPS&T
Leader Development and Education	CAC	DCSINT, DCSOPS&T
Lessons Learned	CAC	DCSOPS&T
Collective Training	CAC	DCSINT, DCSOPS&T
Doctrine	CAC	DCSOPS&T, TRADOC FC
Training Support	CAC	DCSOPS&T
Concepts	TRADOC FC	DCSINT, DCSOPS&T
Experimentation	TRADOC FC	DCSINT, DCSOPS&T
Requirements Determination	TRADOC FC	DCSINT, DCSOPS&T, DCSPIL
<u>Key Enabler</u>	<u>Lead</u>	<u>HQ TRADOC Assist</u>
Operational Architecture	TRADOC FC	
Modeling and Simulations	TRADOC FC	DCSINT, DCSOPS&T
Operational Environment	DCSINT	

d. Two HQ TRADOC elements have been designated as TRADOC leads for core functions or key enablers.

(1) TRADOC FC has the lead for three core functions—concepts, experimentation, and requirements determination—and for two key enablers—operational architecture and M&S. The TR 10-5-2 outlines TRADOC FC's lead responsibilities in those areas.

(2) The DCSINT is the lead for a key enabler—the OE. The DCSINT's responsibilities as lead for the OE are detailed in paragraph 7-3 of this regulation.

e. Headquarters TRADOC assists for TRADOC core functions are as follows:

(1) Initial military training (IMT). The DCSOPS&T assists USAAC:

- (a) Represents USAAC IMT initiatives to organizations outside TRADOC.
- (b) Develops, manages, publishes, and promulgates TRADOC guidance, policies, procedures, and responsibilities relating to the management and conduct of IMT and monitors compliance.
- (c) Assesses USAAC-developed IMT initiatives and provides feedback to USAAC.
- (d) Ensures integration, synchronization, and implementation of IMT policy and initiatives with the rest of the training base.

(2) Functional training. The DCSOPS&T assists CAC:

- (a) Represents CAC functional training initiatives to organizations outside of TRADOC.
- (b) Promulgates development of new functional training strategies and resource requirements for CG, TRADOC approval, manages implementation with major subordinate commands (MSC), and monitors compliance.
- (c) Assesses CAC-developed functional training initiatives and provides feedback to CAC.
- (d) Ensures integration, synchronization, and implementation of functional training initiatives and policies with the rest of the training base.

(3) Leader development and education.

- (a) The DCSOPS&T assists CAC:
 - Provides TRADOC-level coordination with external agencies to promote leader development strategies and requirements.
 - Promulgates leader development policy and guidance across MSCs; facilitates resource programming, Structure Manning Decision Review (SMDR), and Training Requirements Arbitration Panel (TRAP) processes; manages the execution of guidance, policies, and responsibilities for institutional leader development programs; and develops education strategies aligned with CG, TRADOC and Headquarters, Department of the Army (HQDA) guidance and monitors compliance.
 - Assesses CAC-developed leader development and education initiatives and provides feedback.
 - Ensures integration, synchronization, and implementation of leader development training initiatives and policy with the rest of the training base.

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(b) The DCSINT assists CAC by designing, validating, and replicating OEs and threats that serve as training conditions for all leader development and education programs.

(4) Lessons learned. The DCSOPS&T assists CAC by coordinating the incorporation of emerging trends into institutional training, plans, and strategies.

(5) Collective training.

(a) The DCSINT assists CAC by designing, validating, and replicating OEs and threats that serve as training conditions for all collective training. Also, works with CAC's Combat Training Center Division (CTCD) on all joint operational environment (JOE) and OE initiatives for the combat training centers (CTCs).

(b) The DCSOPS&T assists CAC:

- Represents CAC collective training initiatives to organizations outside TRADOC.
- Promulgates collective training, policy, strategies, and support to institutional training and monitors compliance.
- Assesses operational impacts of resourcing priorities, plans requirements related to Army and joint training goals, and integrates CTCs into the training transformation (T2) and Joint National Training Capability (JNTC).
- Ensures integration, synchronization, and implementation of collective training policies and strategies with the rest of the training base.

(6) Doctrine.

(a) The DCSOPS&T assists CAC by providing staff management for training doctrine and developing selected training doctrine products.

(b) TRADOC FC assists CAC by developing and maintaining TRADOC doctrine policy and writing, reviewing, and coordinating TRADOC input to joint, allied, multinational, interagency, and multi-Service doctrine.

(7) Training support. The DCSOPS&T assists CAC with staff support for the development of guidance and management for the strategic direction of training support to the Army and to TRADOC MSCs, centers, and schools.

(8) Concepts.

(a) The DCSINT assists TRADOC FC:

- Develops, validates, and applies the OE in all aspects of concept development.
- Coordinates, integrates, and deconflicts all intelligence, surveillance, and reconnaissance (ISR) concepts with U.S. Joint Forces Command (JFCOM), joint and national agencies, and other Services.

- Provides independent expert, relevant, and timely critical reviews (Devil's Advocate) of all concepts.
- Provides the JOE and the OE.

(b) The DCSOPS&T assists TRADOC FC:

- Provides training, leadership and education, and personnel (TLP) implications to operational warfighting concepts.
- Coordinates and provides training support input to the training and leader development annex of the Army Modernization Plan (AMP).
- Provides support for development of topics and recommends command positions relative to JFCOM component commanders meetings.
- Develops and integrates joint air-ground operations (JAGO) issues and command-recommended solutions.
- Participates in integrated concept teams (ICT) or integrated capability development teams (ICDT).

(9) Experimentation.

(a) The DCSOPS&T assists TRADOC FC by supporting development and refinement of the Army Concept Development and Experimentation Plan (ACDEP) and ACDEP questions architecture, and by developing milestones, drivers, and roadmaps for training experimentation. DCSOPS&T also provides both training and training support implications of the ACDEP.

(b) The DCSINT assists TRADOC FC:

- Validation. Assures that all aspects of the OE are fully represented in all experimental scenarios and that they provide consistent and relevant benchmarks to measure risk, cost, and effectiveness.
- Replication and design. Develops or assists in the development of scenarios and provides certified personnel to replicate the environment and threat capabilities.
- Access. Assists in gaining selected allied and coalition partners access to experimental programs.

(10) Requirements determination.

(a) The DCSOPS&T assists TRADOC FC:

- Supports the Joint Capabilities Integration and Development System (JCIDS) analysis of concepts and reviews and comments on JCIDS capability documents.
- Serves as the personnel domain lead for obtaining and validating personnel solutions to Army required capabilities as part of the capabilities needs analysis (CNA) process.

(b) The DCSINT assists TRADOC FC:

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- Develops and documents, in accordance with (IAW) JCIDS requirements, OE and threat products that serve as the benchmarks for all system or capability development.
- Coordinates and obtains certification for all JCIDS-required threat documentation.
- Participates in Testing and Experimentation Master Plan (TEMP) and ACDEP development and produces threat test support plans (TTSP).

(c) The DCSPIL assists TRADOC FC in determining facilities implications during the JCIDS analysis of Army concepts and the development of required capabilities. Identifies, plans, and coordinates changes required from these implications for TRADOC centers and schools.

f. Headquarters TRADOC assists for TRADOC key enablers are as follows: the DCSINT and the DCSOPS&T assist TRADOC FC in the area of modeling and simulations (M&S) by providing input on M&S capability and resource requirements for supporting concept development initiatives. Additionally, DCSINT assists TRADOC FC by reviewing all M&S programs for adequacy in replicating the OE and providing input into M&S capabilities and needs.

g. Headquarters TRADOC elements provide staff management, facilitate external coordination, and assist the TRADOC DCG/CofS in the prioritization of resources to assist lead organizations. The definition for staff management is in the glossary; also see TR 10-5 for detailed discussion of staff management.

h. Headquarters TRADOC elements ensure the coordination and integration of doctrine, organizations, training, materiel, leadership and education, personnel, and facilities (DOTMLPF) initiatives and functions among external commands and organizations, and TRADOC's MSCs and special activities. Headquarters TRADOC is the primary interface with external agencies (Department of Defense (DOD) and HQDA, joint organizations, and other Services) to provide TRADOC positions and receive taskings and requests for support. Additionally, HQ TRADOC assists TRADOC subordinate organizations in the execution of command initiatives that support TRADOC's core functions and key enablers.

i. Headquarters TRADOC also provides staff matrix support to USAAC in those areas where USAAC is not staffed to perform the functions. Headquarters TRADOC elements providing this support are:

- Command Chaplain.
- Command Surgeon.
- CPA.
- CSO.
- DCSINT.

- DCSPIL.
 - EEO Officer.
 - IG.
 - IRAC.
 - SJA.
-

Chapter 3

Command Group

3-1. Commanding General. Functions:

- a. Develop concepts and doctrine.
- b. Design and document organizations.
- c. Establish materiel requirements.
- d. Design leader development.
- e. Conduct training.
- f. Command assigned organizations.
- g. Provide support to unit training.
- h. Recruit the force.

3-2. Deputy Commanding General/Chief of Staff. Advise the CG, TRADOC in functional areas (FAs) to include administration, equal opportunity, EEO, force modernization, force protection, force structure, installation management, interoperability, joint exercises, maintenance, operations, management controls, personnel, planning, resource allocation, safety, security assistance, STRATCOM, supply, and training.

a. Specific responsibilities of the DCG/CofS:

(1) Direct the operation of the HQ TRADOC personal, special, coordinating staffs and the command group. Directs and focuses the operations of the headquarters across doctrine, training, developments, base operations support (BASOPS), and resources. Ensure effective coordination and relationships with other DOD and non-DOD agencies.

(2) Supervises the coordination and issuance of directives and instructions to ensure unity of action and compliance with the CG, TRADOC's guidance. Supervises and coordinates the activities of subordinate commands and HQ TRADOC elements in the accomplishment of goals and priorities specified by the CG, TRADOC.

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(3) Coordinates the allocation and management of TRADOC resources, chairs the Senior Resource Committee (SRC), and supervises the allocation and distribution of manpower and personnel resources. Control the allocation and execution of the command operating budget.

(4) Serves as installation commander for Fort Monroe, providing guidance to the garrison commander and staff.

(5) Directs the TRADOC EEO Program and represents TRADOC in matters pertaining to union negotiations.

(6) Ensures that management controls are sufficient within TRADOC and its FOAs to prevent or minimize the risk of waste, fraud, and abuse of government resources.

(7) Supervises long-range planning, organizational development, and program coordination and review for TRADOC.

(8) Serves as lead for TRADOC strategic communication initiatives by: defining the strategic communication environment; developing prioritized themes and messages in support of command priorities; identifying events and opportunities for focused TRADOC participation; and, giving directive guidance to center and school commanders to support command priorities and achieve desired outcomes.

b. Specific responsibilities of the Assistant Chief of Staff (ACofS).

(1) Serve as the principal assistant to the DCG/CofS and acts for the DCG/CofS within delegated authority and guidance concerning the operations and activities of HQ TRADOC.

(2) Ensure unity of action and compliance with general guidance to HQ TRADOC elements from the DCG/CofS or the CG, TRADOC.

(3) Promulgate administrative policies and guidance concerning staff procedures, staff management practices, and staff action control within HQ TRADOC.

(4) Assign taskings to HQ TRADOC elements and subordinate commands as directed by the DCG/CofS or the CG, TRADOC.

(5) Provide substantive review of actions submitted by HQ TRADOC elements to the DCG/CofS or the CG, TRADOC.

(6) Advise the DCG/CofS on staff actions and actions having command impact.

(7) Approve use of .0012 official representation funds for activities sponsored by the command group.

(8) Plan selected TRADOC senior leader events led by the CG, TRADOC and the DCG/CofS.

(9) Chair the small staff meeting in the absence of the DCG/CofS.

(10) Classify civilian positions in the command group.

3-3. Commander's Planning Group.

a. Mission. Conduct strategic planning; coordinates, synchronizes, and executes communications activities and critical actions; and assists the CG, TRADOC in the accomplishment of his duties.

b. Organization. The CPG consists of a single office with support staff.

c. Functions.

(1) Provide support as the CG, TRADOC directs.

(2) Support development of CG, TRADOC initiatives and plans future engagements.

(3) Work with and synchronizes efforts with the TRADOC STRATCOM Office.

(4) Manage CG, TRADOC's long-range calendar to ensure strategic focus is maintained.

(5) Provide an independent and unconstrained analysis capability for the CG, TRADOC.

(6) Prepare the CG's speeches, briefings, presentations, and articles.

(7) Coordinate the CG's participation in 4-star level conferences.

(8) Review and analyzes designated key staff actions.

(9) Exercise quality control over the CG trip books.

(10) Prepare designated personal correspondence.

3-4. Command Sergeant Major.

a. Mission. Provide advice and recommendations on individual Soldier training, Soldier morale and welfare matters, and noncommissioned officer (NCO) development to the CG, TRADOC and HQ TRADOC elements.

b. Organization. The Office of the CSM consists of a single office with support staff.

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c. Functions.

(1) Advise the CG, TRADOC and the DCG/CofS on the core functions of TRADOC.

(2) Provide advice to the CG, TRADOC; the DCG/CofS; and HQ TRADOC elements on issues and concerns related to safety, force protection, personnel, and administration.

3-5. TRADOC Strategic Communications Office.

a. Mission. The TRADOC STRATCOM Office assists the DCG/CofS with TRADOC strategic communication initiatives by providing the following support: Define the strategic communication environment; develop prioritized themes and messages in support of TRADOC priorities; and, identify events and/or opportunities for focused TRADOC participation to support command priorities and achieve desired outcomes.

b. Organization. The TRADOC STRATCOM Office consists of a single office.

c. Functions.

(1) Develop, coordinate, and recommend:

(a) Strategic context and/or communications environment.

(b) Strategic themes and messages in support of command priorities.

(c) Communication objectives by target audience to gain support for command priorities.

(d) STRATCOM directives and guidance to centers, schools, and principal staff elements.

(e) STRATCOM events and opportunities. Provides command guidance for TRADOC level of participation, content of planned events, and assesses the achievement of communication objectives.

(2) Assist the following organizations:

(a) HQDA in developing and promulgating Army themes and messages.

(b) STRATCOM coordinators at centers and schools in developing STRATCOM plans and products.

(c) TRADOC CAO and CPA in developing command group direct engagement plans.

(d) TRADOC FC in developing industry command group engagement plans and foreign officer engagement plans.

(e) JFCOM with coordination of joint messages.

3-6. Secretary of the General Staff.

a. Mission. Serve as the key adviser to the command group for administration and coordinates command group operations. Manages and coordinates administrative and protocol activities for CG, TRADOC and the DCG/CofS; informs DCSOPS&T of all command group taskings; and provides expert technical support and analytic advice on information management (IM) to the command group and personal and special staff offices.

b. Organization. The SGS consists of four divisions: Staff Actions (SAD), Executive Services (ESD), Information Systems (ISD), and Administrative Support (ASD).

c. Overall functions.

(1) Task elements throughout TRADOC on non-operational taskers designated by the CG, TRADOC or DCG/CofS. Maintain tasking continuity through use of the automated database systems.

(2) Provide resources and support for operations, training, and professional development to all command group, personal staff, and special staff personnel.

(3) Ensure staff actions conform to the mission and commander's guidance; and occurs within the time frame established by the commander.

(4) Maintain knowledge and verifies execution of all directives, orders, delegations, and instructions the commander issues to HQ TRADOC elements, MSCs, and other subordinate organizations.

(5) Ensure HQ TRADOC elements integrate and coordinate activities internally, vertically, and horizontally. Render assistance as necessary to MSCs.

(6) Serve as principal adviser to the command group on protocol matters such as planning, coordination, execution, and supervision for visits of distinguished domestic and foreign visitors, ceremonies, and social functions hosted by the CG, TRADOC, DCG/CofS, and other DCGs.

(7) Manage information technology (IT) services for the command group, personal staff, and special staff to include automation, wireless communications, and records management.

d. The SAD.

(1) Mission. Provide administrative support to the CG, TRADOC, DCG/CofS, and ACoFS by processing and tracking staff actions generated by and submitted to the CG and DCG/CofS. Serve as the principal administrative assistant and technical adviser on administrative policies

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and communications to the DCG/CofS. Assist in managing and coordinating staff and attendant activities.

(2) Organization. The SAD consists of the Deputy SGS, Staff Actions Control Office, and the Command Group Actions Center.

(3) Functions.

(a) Process, disseminate, and track to completion CG, TRADOC and DCG/CofS taskings, congressional taskings, and White House inquiries.

(b) Provide administration, distribution, and mailing support to the command group, personal staff, and special staff.

(c) Review relevant message traffic for distribution within the command group and to other HQ TRADOC elements.

(d) Serve as the primary HQ TRADOC coordinating element with the Director of the Army Staff, HQDA.

(e) Serve as lead for TRADOC Memorandum 1-11 and the Staff Officer Orientation Program.

(f) Manage and monitor flow of correspondence among the command group; coordinating, personal, and special staffs; and subordinate activities.

(g) Monitor the CG, TRADOC and DCG/CofS calendars for events requiring readaheads, designates lead and assist offices, coordinates adjustments and timely receipt, and completes after-action reviews.

(h) Exercise quality control over readaheads for the CG and DCG/CofS.

e. The ESD.

(1) Mission. Serve as principal adviser to the CG, TRADOC; TRADOC DCG/CofS; CG, USAAC; Director, TRADOC FC; CSM; and HQ TRADOC elements on traditional and diplomatic protocol, customs, courtesies, and etiquette. Assist the assigned HQ TRADOC lead in planning and executing agendas for distinguished visitors (DV).

(2) Organization. The ESD consists of a chief of protocol, conference and events coordinator, protocol coordinators, and protocol assistants.

(3) Functions.

(a) Receive, screen, and process requests for official foreign visits by individuals below the rank of general officer. Monitor all other visit requests. Prepare and distribute DV

forecasts, schedules, and final itineraries. Serve as administrator of the DV database to provide continual update of visitors to TRADOC and the installation.

(b) Coordinate escorts for major functions internally with SGS SAD and externally with DCSOPS&T, as required.

(c) Plan and organize official luncheons, dinners, receptions, ceremonies, and events.

(d) Manage, schedule, and monitor the command auditorium and conference room.

(e) Plan and conduct conferences sponsored by the CG, TRADOC; DCG/CofS; and CSM in coordination with (ICW) the TRADOC CPG and the TRADOC STRATCOM Office.

(f) Provides vehicle and driver support for DV at the 3-star level and above, and backup transportation for the CG, TRADOC and DCG/CofS. Coordinate billeting for DV at the 3-star level and above.

(g) Coordinate with protocol offices at HQDA, DOD, JFCOM, other Services, and Military District of Washington (MDW) on protocol support. Advises and assists protocol offices of TRADOC centers, schools, and activities; garrison; and tenant units on protocol and etiquette procedures and policies.

(h) Provide indirect support, protocol guidance, and assistance for other visits at the 2-star level and below, not hosted by the CG, TRADOC; DCG/CofS; DCG, IMT; or Director, TRADOC FC.

f. The ISD.

(1) Mission. Provide information systems and wireless communications management for the command group, personal staff, and special staff.

(2) Organization. The ISD consists of the chief of information services and a systems management section.

(3) Functions.

(a) Provide IM and IT services for the command group, personal staff, and special staff including management of automation requirements and network security and network policy. Ensure antivirus updates, network accreditations, and interim site accreditations are current.

(b) Provides computer and information systems assistance and advice.

(c) Plans, coordinates, and monitors contractor support.

g. The ASD.

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(1) Mission. Provide direct support to and assists the HQ TRADOC command group and members of the personal staff and special staff by providing management services and coordinating actions on military and civilian personnel, budget, and manpower.

(2) Organization. The ASD consists of three sections: Budget and Manpower, Personnel Support, and Logistics Resources.

(3) Functions.

(a) Administer fiscal operations and budget for the SGS. Brief the TRADOC DCG/CofS at least semiannually and implements guidance accordingly.

(b) Serve as government purchase card (GPC) billing official for assigned cardholders.

(c) Serve as the command group .0012 official representation fund custodian.

(d) Manage the SGS programs for information, personnel, physical, and operations security.

(e) Manage the military and civilian evaluation reports and rating schemes for CG, TRADOC and DCG/CofS. Prepares and submits personnel actions to include hiring actions, promotions, and tracking of awards.

(f) Manage SGS TDA manpower requirements, authorizations, and utilization.

(g) Manage SGS logistical operations to include procurement, property accountability, and facility and vehicle maintenance.

(h) Serve as Management Control Program (MCP) administrator for the SGS and prepares the SGS annual assurance statements.

(i) Serve as the SGS agency program coordinator for the Government Travel Card (GTC) Program.

(j) Serve as the SGS Defense Travel System (DTS) administrator.

3-7. Congressional Activities Office.

a. Mission. Advise the command group, other HQ TRADOC elements, and commandants, about congressional activities of interest involving TRADOC and the Army. Stay abreast of TRADOC's major programs to facilitate senior leader interface with Congress as part of the senior Army leadership's effort to communicate the Army story.

b. Organization. The CAO consists of a single office.

c. Functions.

(1) Maintain cognizance of the congressional environment and TRADOC's major activities in order to synchronize senior leader congressional engagements with the Army's legislative objectives and CG, TRADOC-approved STRATCOM themes and messages.

(2) Serve as the lead to coordinate all congressional visits to HQ TRADOC and CG and DCG/CofS visits to Capitol Hill.

(3) Advise TRADOC organizations on congressional activities of interest.

(4) Ensure TRADOC organization have access to the entire range of congressional documents to include reports, bills, hearing transcripts, and biographical information.

(5) Recommend command-wide plans, policies, and procedures for TRADOC's congressional activities and responsibilities.

(6) Coordinate all congressional actions, inquiries, and reports at HQ TRADOC. As required, assists TRADOC centers, schools, and activities.

(7) Clear all correspondence and other informational material from HQ TRADOC required by members of Congress and congressional committees.

(8) Responsible for coordination with HQDA Office of Congressional Legislative Liaison and the Budget Liaison Office.

3-8. FORSCOM/TRADOC Liaison Office.

a. Mission. The Chief of the FORSCOM/TRADOC Liaison Office represents HQ TRADOC for administrative actions or request for information from the staffs of HQDA and other government officials located in the MDW.

b. Organization. The FORSCOM/TRADOC Liaison Office consists of a single office located at the Pentagon. The office includes the liaison officer, FORSCOM section, and TRADOC section.

c. Functions.

(1) As necessary, initiates coordination and facilitates negotiations with appropriate civil and military authorities in DOD, the Joint Staff, and HQDA on requirements supporting TRADOC activities.

(2) Support TRADOC elements, as required, in the coordination with HQDA staff on matters related to TRADOC Soldiers, civilians, and family members.

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(3) Coordinate common issues, actions, and initiatives with the other liaison offices, HQDA, other major Army commands (MACOMs), and other Services to ensure taskings and support requirements that affect TRADOC receive proper disposition.

(4) Support visiting TRADOC general officers and Senior Executive Service personnel during their travels to MDW including assistance with transportation, parking, billeting, flights, access, security processing, classified storage, office and meeting space, congressional testimony, and computer and telecommunications access.

Chapter 4 Other DCGs

4-1. Introduction.

a. The DCG, CA; DCG, F; and DCG, IMT are the three other TRADOC DCGs. In their DCG roles, the senior leaders are each responsible for a major FA and are routinely tasked to represent TRADOC in external meetings, boards, forums, or events based on specific subject matter expertise. These DCG roles are oriented outside TRADOC. For actions internal to TRADOC, the senior leaders with these DCG roles revert to their CG or director role (TRs 10-5-2, 10-5-3, and 10-5-4 discuss the mission, organization, and lead and assist responsibilities for TRADOC FC, USAAC, and CAC, respectively).

b. The two other DCGs—the DCG, ARNG and the DCG, USAR—are senior leaders responsible for advising and assisting CG, TRADOC in all matters related to Reserve Component (RC) issues.

4-2. Deputy Commanding General, Combined Arms.

a. Mission. Provide leadership and supervision for leader development and professional military and civilian education, institutional and collective training, functional training, training support, battle command, doctrine, lessons learned, and specified areas CG, TRADOC designates in order to serve as a catalyst for change; and, to support developing relevant and ready land formations with campaign qualities in support of the joint force commander.

b. Organization. The DCG, CA is tri-hatted with responsibilities also as CG, CAC and Commandant, Command and General Staff College.

c. Functions. The DCG, CA represents CG, TRADOC in the following capacities:

(1) Serve as the TRADOC representative on the Training and Leader Development General Officer Steering Committee (TLGOSC).

(2) Serve as the CTC responsible official as designated by CG, TRADOC to perform CTC responsibilities delegated by HQDA.

(3) Serve as principal TRADOC representative on the Battle Command General Officer Steering Committee (GOSC).

4-3. Deputy Commanding General, Futures.

a. Mission. Represent the CG, TRADOC in the exercise of TRADOC responsibilities to design, develop, and integrate all aspects of the force into the joint force, from concept to capability development.

b. Organization. The DCG, F is dual-hatted with responsibilities also as the Director, TRADOC Futures Center.

c. Functions. The DCG, F represents CG, TRADOC in the following capacities:

(1) Develop, recommend approval, and manage the ACDEP.

(2) Serve as the TRADOC representative on the Army Requirements Oversight Council, the Army Systems Acquisition Review Committee, the Army Marine Corps Board, and the Army Requirements and Resources Board (AR2B).

(3) Represent TRADOC on the Army Study Program Coordination Committee and the RAND Arroyo Center Policy Committee.

(4) Serve as the senior TRADOC representative on the Army Model and Simulation Executive Council.

(5) Co-chair the Space and Missile Defense Senior Advisory Group with CG, U.S. Army Space and Missile Defense Command.

(6) Serve as the senior architecture officer for operational architectures ICW the Joint Staff, JFCOM, other Services, and HQDA.

(7) Provide TRADOC position on the validation of Army science and technology (S&T) investment portfolio.

(8) Manage future force concept development including Future Combat Systems (FCS).

(9) Serve as a TRADOC representative on the Battle Command GOSC.

(10) Assist TRADOC DCG/CofS in the development, coordination, and implementation for the future force aspects of the TRADOC STRATCOM Plan.

(11) Manage TRADOC international activities to synchronize the exchange of DOTMLPF information with allies and friends.

4-4. Deputy Commanding General, Initial Military Training.

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a. Mission. Represent CG, TRADOC in matters relating to the Army officer, warrant officer, and enlisted accession process from first contact through completion of IMT.

b. Organization. The DCG, IMT is dual-hatted as CG, USAAC.

c. Functions.

(1) Develop, prepare, and execute the Army's outreach efforts.

(2) Serve as the TRADOC representative to the annual Tri-Service Reserve Officer Training Corps (ROTC) conference.

4-5. Deputy Commanding General, Army National Guard.

a. Mission. Serve as the ARNG integrator across DOTMLPF domains, TRADOC initiatives, and the Army mission areas. Assist HQ TRADOC in assuring unity of effort among HQDA, National Guard Bureau (NGB), and TRADOC.

b. Organization. The Office of the DCG, ARNG consists of a single office.

c. Functions.

(1) The DCG, ARNG serves as the senior ARNG representative in TRADOC. Monitors and makes recommendations to TRADOC on actions affecting the ARNG in the areas of training, doctrine, force design, equipment modernization, and leader development.

(2) Serve as ARNG integrator across DOTMLPF domains for unit collective training programs and for institutional training programs for officer, warrant officer, and enlisted career fields.

(3) Facilitate the open exchange of information among HQDA, NGB, U.S. Army Reserve Command (USARC), TRADOC, and FORSCOM for TRADOC-related matters pertaining to the ARNG.

(4) Manage the TRADOC ARNG Active Guard/Reserve (AGR) Program ICW the Staff Management Office in the ARNG Personnel Directorate of the NGB.

(5) Serve as the TRADOC ARNG SME for personnel policy, programs, and initiatives.

(6) Serve as human resource manager for ARNG personnel supporting TRADOC in any status: AGR, active duty special work (ADSW), temporary tour of active duty (TTAD), or mobilized.

(a) Serve as liaison with the ARNG Staff Management Office concerning AGR personnel within TRADOC to include reassignments, career progression, and position management. Serve as custodian for personnel database of all TRADOC ARNG AGR personnel.

(b) Advise the TRADOC DCG/CofS on reassignment and management of Title 10 AGR personnel within TRADOC. Monitor military education and promotion of TRADOC ARNG AGR personnel at TRADOC activities.

(c) Manage personnel action processes to include promotion packet submission, tour continuation board, orders generation process, mobilization and release from active duty procedures, and tracking TRADOC-assigned ARNG Soldiers serving on TTAD—coordinating with NGB, Human Resources Command (HRC), and the Mobilization Augmentation Command.

(d) Manage TRADOC ARNG TDA billets.

(e) Manage ARNG ADSW Program TRADOC-wide to include budget projections and distributions.

(7) Represent ARNG interests by assisting the ARNG and TRADOC in evaluation and management of ARNG Soldiers attending basic combat training, advanced individual training (AIT), and NCO academies.

(8) Serve as lead for TR 135-6.

(9) Monitor TRADOC policy and programs that impact the ARNG units and personnel. Serves as ARNG representative on select HQ TRADOC committees, workshops, panels, process action teams (PAT), and/or other entities to address RC integration issues in enlisted training, doctrine, and developments.

(10) Manage ARNG-funded temporary duty (TDY) program for senior ARNG advisers at TRADOC training centers.

4-6. Deputy Commanding General, U.S. Army Reserve.

a. Mission. Assist the CG, TRADOC in executing specific missions that require integration of reserve Soldiers; coordinates with TRADOC command and staff elements to ensure Army Reserve integration across the full DOTMLPF spectrum; and coordinates directly with the Chief, U.S. Army Reserve; the DCG, USARC; the Commander, 84th Army Reserve Readiness Training Command (ARRTC); and commanders of the institutional training divisions on issues that affect USAR institutional mobilization readiness.

b. Organization. The Office of the DCG, USAR consists of a single office.

c. Functions.

(1) Provide CG, TRADOC with USAR-specific recommendations, advice, assistance, information, and updates as they directly relate to TRADOC policies, leadership decisions, initiatives, and functions.

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(2) Coordinate TRADOC actions that affect the USAR with the Office of the Chief, U.S. Army Reserve (OCAR), USARC, and HRC.

(3) Ensure Army Reserve capabilities are integrated into TRADOC capabilities development work.

(4) Manage all USAR AGR and Title 10 manning issues throughout TRADOC.

(5) In support of IMT, assists USAAC and DCSOPS&T in data collection and analysis as it relates to Army Reserve issues.

(6) In support of functional training, assists CAC and DCSOPS&T in data collection and analysis as it relates to Army Reserve issues.

(7) In support of leader development and education, assist CAC and DCSOPS&T in training development and staffing of programs of instruction (POI) with Army Reserve implications with HQ TRADOC elements, 84th ARRTC, and TRADOC centers, schools, and activities.

(8) In support of experimentation, assist TRADOC FC in examining RC participation in Army and joint experimentation and in spiraling capabilities into the RC.

(9) Monitor the utilization and training of the reserve institutional training divisions within TRADOC.

(10) Participate in development and refinement of The Army School System (TASS)-related training strategies.

(11) Other specific responsibilities:

(a) Help ensure total force integration within TRADOC for USAR initiatives. Coordinate USAR issues with the OCAR, other MACOMs, USARC, and all subordinate TRADOC centers, schools, and activities.

(b) Ensure development of systems, concepts, plans, leader development, training, combat developments, and supporting doctrine receives USAR input.

(c) Manage USAR resources to include AGR allocations and Reserve Personnel, Army funding.

(d) ICW DCSRM and Human Resources Command-Saint Louis (HRC-SL)(Army Reserve Active Duty Management Directorate), manages all USAR AGR force structure and personnel actions for TRADOC.

(e) ICW HQ TRADOC elements including DCSRM; TRADOC centers, schools, and activities; and the OCAR Full Time Support Office, ensures USAR requirements and

authorizations are validated and accurately documented in the Active Guard and Reserve Management Information System and in TRADOC TDAs.

(f) Serve as the USAR lead for the TRADOC ADSW Program coordinating with OCAR on the ADSW Program budget; developing and recommending distribution of ADSW funds to TRADOC centers, schools, and activities; and validating and submitting USAR ADSW tour requests to HRC-SL. Serves as program manager for USAR liaison NCOs (LNCO) and is responsible for USAR input into TR 135-6 and the LNCO Program.

Chapter 5

Personal Staff

5-1. Chief of Public Affairs.

a. Mission. Serve as the principal adviser to the CG, TRADOC on strategic, operational, and tactical public affairs strategies, plans, and operations. The CPA initiates, plans, and executes media and community engagements in support of CG, TRADOC guidance. Coordinate public affairs and community outreach activities with HQ TRADOC elements, USAAC, HQDA, DOD, joint organizations, other Services, and other external agencies and organizations.

b. Organization. The Office of the CPA consists of a single office with support staff. The office has four sections: Plans, Policy, and Management; Public Communications; Command Information; and Administration.

c. Functions of the Chief of Public Affairs (CPA).

(1) Serve as lead for development of strategic media relations and community outreach plans and products in support of organizational priorities and desired outcomes.

(2) Provide professional and technical expertise to the CG, TRADOC; HQ TRADOC elements; and USAAC for public affairs strategic plans and policy, command information operations, media operations, media training, community strategic outreach, and public affairs program review and evaluation. Provide operational control of The U.S. Continental Army Band (TUSCAB).

(3) Provide staff management of public affairs activities at TRADOC centers, schools, and activities.

(4) Serve as program director for the public affairs Operations and Maintenance, Army P43 account.

(5) Serve as the MACOM career program manager (MCPM) for all TRADOC civilian employees assigned to the public affairs and communications media career program (CP) 22.

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(6) Assist DCG/CofS in achieving TRADOC strategic communication initiatives by developing command group media engagement and community outreach plans and products to support TRADOC STRATCOM plans. Participate in all aspects of TRADOC STRATCOM processes.

(7) Encourage command-wide involvement in an aggressive, proactive TRADOC culture of engagement with the public and the media.

d. Functions of the Plans, Policy, and Management Section.

(1) Develop public affairs STRATCOM plans and marketing strategies that support Army and TRADOC programs and initiatives, issues, and events. Track strategic initiatives to ensure public affairs integration into strategic communication efforts.

(2) Serve as a STRATCOM coordinator and provides a tiger team representative to the TRADOC STRATCOM Office.

(3) Provide public affairs review, analysis, and coordination of TRADOC policies; operation orders; mobilization, exercise, and contingency plans; studies; and decisions staffed within HQ TRADOC. Provide TRADOC input to HQDA public affairs studies, plans, policies, and doctrine.

(4) Provide public affairs plans, policy and guidance on TRADOC issues to HQ TRADOC elements and supporting public affairs officers (PAO). Coordinates support with Installation Management Agency (IMA) and regional Public Affairs Offices, as required.

(5) Develop methodologies and analytical tools to document and evaluate the overall effectiveness of public affairs plans and guidance in meeting TRADOC communications goals.

(6) Develop and coordinates professional media training for TRADOC senior leadership, as requested.

(7) Keep pace with current trends and emerging technologies in communications strategies to ensure continuous relevance with new Army public affairs doctrine and joint initiatives.

(8) Administer Army public affairs funds allocated to TRADOC and the CPA portion of the HQ command group account.

(9) Provide technical and administrative program management support to the MCPM in executing public affairs CP 22 responsibilities.

e. Functions of the Public Communications Section.

(1) Develop and executes tactical, operational, and strategic media and community engagement strategies to support TRADOC activities and initiatives.

(2) Provide policy and precedence guidance on media relations and community strategic outreach matters to HQ TRADOC elements and TRADOC activities.

(3) Work directly with members of local, regional, national, and international media to arrange SME interviews, engagements with senior leaders, and on-site visits to training and experimentation sites. Provide statistical data, responses to queries, and background information on Army and TRADOC programs, initiatives, and activities.

(4) Keep the command group and other HQ TRADOC elements informed of significant news and community strategic outreach events.

(5) Review all manuscripts and news articles prepared for TRADOC release on the missions and functions of TRADOC for comprehensiveness, accuracy, and policy implications.

(6) Serve as HQ TRADOC lead for contact with civilian organizations at local, regional, and national levels. Evaluate requests for HQ TRADOC Soldier and civilian speakers at engagements of private and civilian organizations.

(7) Evaluate and coordinate requests for participation of TRADOC personnel, special units, bands, equipment, and displays in support of community strategic outreach activities throughout TRADOC. Develop concepts and coordinate arrangements for HQ TRADOC participation in special events such as Memorial Day, Armed Forces Day, Army Birthday, and others.

(8) Serve as HQ TRADOC lead for the Joint Civilian Orientation Conference conducted by the Office of the Secretary of Defense.

(9) Manage utilization of TUSCAB. Coordinate development of marketing strategies and products to promote performances and target market expansion. Coordinate scheduling of appearances and concerts and formulation of ideas for musical shows to commemorate special events.

f. Functions of the Command Information Section.

(1) Develop and implement public affairs internal information strategies to support TRADOC missions, programs and initiatives. Maintain the public affairs web pages and topical TRADOC web pages. Produce print products to support CG, TRADOC and command programs and initiatives.

(2) Produce, publish, and disseminate the following to multiple audiences: TRADOC News Service (HQ TRADOC's official news source) and TRADOC Perspective (the TRADOC on-line news magazine).

(3) Serve as the TRADOC corporate website's web content manager. Approve new content for posting on the website. ICW CIO and SJA, provides TRADOC policy for web publishing. Advise installation PAOs on their responsibilities as website content managers.

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(4) Provide a source of photo archives for TRADOC including maintaining a library of images for use in TRADOC publications.

g. Functions of the Administration Section.

(1) Review and assist in managing the public affairs manpower account for officer and enlisted personnel assigned to the public affairs FA 46 in HQ TRADOC and at TRADOC activities. Advise HQ TRADOC on FA 46 annual staffing, training, and officer distribution plan requirements.

(2) Provide administrative support for the CPA, public affairs staff, and TUSCAB senior staff. This includes functions such as travel, hand receipt management, awards review, conference coordination, and document quality control.

5-2. Command Chaplain.

a. Mission. Provide comprehensive religious staff support to TRADOC. Train, resource, and equip TRADOC unit ministry teams (UMT).

b. Organization. The Office of the Chaplain consists of a single office with support staff and is organized under DCSPIL for support.

c. Functions.

(1) Establish goals, objectives, standards, and priorities for all aspects of chaplain and chaplain assistant personnel management in TRADOC. Provide chaplains and chaplain assistants with direct technical supervision and reviews and manages their force structure. Establish, maintain, and execute chaplaincy mobilization and contingency plans across TRADOC.

(2) ICW TRADOC leads and the HQDA Office of the Chief of Chaplains (OCCH), manage seven major FAs related to providing religious support: chaplain personnel management, chaplain force structure management, chaplain resource management, chaplaincy training, chaplain mobilization, chaplaincy operations and tasking, and chaplain assistant integration.

(3) Advise the CG, TRADOC on religious, moral, and ethical matters within TRADOC.

(4) Implement a total religious program at all levels of TRADOC that advises UMTs and commanders on religious requirements and practices. Responsible for the technical supervision and implementation of the total religious program, from the MACOM level down to TRADOC subordinate commands.

(5) Establish chaplaincy policy and plans to ensure that technical supervision is provided to the UMTs of TRADOC and its subordinate commands.

(6) Establish chaplain goals and objectives annually and develops chaplaincy standards with subordinate commands.

(7) Define and establish chaplain mission statements for TRADOC.

(8) Coordinate with the OCCH, HRC, and TRADOC subordinate commands for chaplain personnel assignments IAW the OCCH's assignment strategy.

(9) Promote, implement and participate in the OCCH's recruitment program.

(10) Plan, conduct, monitor, evaluate, and support the professional development and sustainment training of chaplains and chaplain assistants within TRADOC. Determine criteria for UMT training plans.

(11) Plan and execute the Army suicide prevention campaign plan within TRADOC by training TRADOC's chaplains and chaplain assistants in suicide prevention.

(12) Assist commanders in the implementation of the Army's well-being program throughout TRADOC.

5-3. Inspector General.

a. Mission. Assess and report the state of efficiency, economy, discipline, morale, training, and readiness within TRADOC.

b. Organization. The Office of the IG consists of a single office with support staff.

c. Functions.

(1) Provide assistance and conduct inspections and investigations for all of TRADOC.

(a) Collect, analyze, and maintain assistance, inquiries, and investigation case data and inspection results.

(b) Teach and train, as needed, on Army systems, processes, and procedures to include Army inspections.

(c) Perform follow-up inspections as needed.

(d) Advise the CG, TRADOC and HQ TRADOC staff on command issues and inspection policies.

(e) Advise the CG, TRADOC on the effectiveness of the Organizational Inspection Program.

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(f) Coordinate required IG actions with other appropriate MACOMs, Department of the Army Inspector General (DAIG), and DOD Inspector General (DODIG).

(g) Coordinate inspection results with HQ TRADOC elements and other appropriate commands or agencies.

(2) Provide staff management of subordinate IG offices including monitoring of sensitive cases and quality control of inspections, inquiries, and/or investigations.

(3) Augment DAIG and DODIG technical inspection teams within TRADOC.

(4) Conduct wartime or emergency operations as directed by the CG, TRADOC.

(5) Review management control requirements and ensures that management control policies, standards, and requirements have been effectively implemented within the organization and considered during all IG inspections.

5-4. Staff Judge Advocate.

a. Mission. Provide full spectrum of legal services to HQ TRADOC activities, tenants, and garrison.

b. Organization. The SJA accomplishes its mission through one consolidated legal office with different divisions and offices located on the installation. The consolidated SJA Office consists of the SJA, HQ TRADOC and the Post Judge Advocate (PJA), U.S. Army Garrison, Fort Monroe. The SJA, HQ TRADOC Office consists of four divisions: Executive, Military Law, Administrative Law, and Civil Law.

c. Functions of the SJA, HQ TRADOC. The SJA, HQ TRADOC provides legal advice to the CG, TRADOC; HQ TRADOC command group; and other HQ TRADOC elements. The SJA exercises technical channel supervision of subordinate TRADOC legal offices supporting subordinate TRADOC commands, centers, schools, and activities. Provide all legal advice and support to CG, USAAC for IMT policy.

(1) Executive Division.

(a) Provide advice and guidance to the HQ TRADOC command group and other HQ TRADOC elements.

(b) Provide guidance, support, and technical supervision of subordinate TRADOC legal offices.

(c) Provide support to the Office of the Judge Advocate General (OTJAG) in implementing the OTJAG policy guidance throughout TRADOC.

(d) Lead and manage the consolidated Office of the SJA.

(e) Serve as lead for TR 27-2, TR 27-3, and TR 27-4.

(f) Provide administrative support to Office of the SJA personnel.

(2) Military Law Division. Provide legal support to HQ TRADOC elements, subordinate TRADOC commands, centers, schools, and activities in the areas of:

(a) Military personnel law, intelligence law, and legal training. This includes Judge Advocate General Corps doctrine, ethics, military justice, homosexual conduct policy, IMT policy, operational law doctrine, claims policy, legal assistance policy, and government information practices such as Privacy Act and Freedom of Information Act (FOIA).

(b) Political activities of employees.

(c) Attorney professional conduct.

(d) Relationships with private organizations.

(3) Administrative Law Division. Advise HQ TRADOC and staff, subordinate TRADOC commands, centers, schools, and activities regarding various administrative law issues including:

(a) Government ethics.

(b) Installation law issues (includes mission related issues arising while conducting training or other responsibilities such as proper use of personnel and equipment resources).

(c) Environmental law issues (including installation restoration program; fines and penalties; fees and taxes; compliance with federal, state, regional, and local laws and regulations; administrative proceedings; and agreements and settlements).

(d) Civilian personnel and labor law matters (including EEO complaints; Merit Systems Protection Boards litigation; Civilian Personnel Litigation and Federal Labor Relations Authority and Federal Services Impasse Panel issues; and other matters related to civilian personnel and employment).

(4) Civil Law Division. Advise HQ TRADOC elements on all aspects of the award and administration of government contracts, grants and cooperative agreements, and other transactions.

(a) Serve as legal adviser to the source selection authority when a member of TRADOC performs that function.

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(b) Provide input to the Office of General Counsel, HQDA and to the OTJAG Contract Law Division and the Contract Appeals Division as they formulate contract and fiscal law policy.

(c) Provide a HQ TRADOC representative to HQDA-directed panels and working groups to ensure contract and fiscal policy can be applied at the MACOM and installation level in a fair and equitable manner.

(d) Advise and counsel TRADOC organizations; the principal assistant responsible for contracting with the Army Contracting Agency, Northern Region; and the Competitive Sourcing Team, Installation Management Agency-Northeast Region Office (IMA-NERO) on the handling and proper disposition of FOIA requests for procurement-related documents and documents related to the conduct of commercial activity studies, as applicable.

(e) Advise the Competitive Sourcing Team, IMA-NERO on the conduct of commercial activity studies.

(f) Assist the Engineer Directorate, DCSPIL on the privatization of utilities initiative.

(g) Advise HQ TRADOC elements, installation counsel, and, as requested, the IMA-NERO, on the use of nonappropriated funds and the operation of the Morale, Welfare, and Recreation (MWR) Program.

(h) Advise HQ TRADOC elements and installation counsel on all fiscal law matters to include the obligation and use of operational funds.

(i) Provide advice to the SGS ESD and TRADOC FC's International Army Programs Directorate (IAPD) on the use of official representation funds (.0012).

d. Functions of the PJA, U.S. Army Garrison. Provide legal advice to the Commander, U.S. Army Garrison, Fort Monroe, and the subordinate staff. Delivery of legal services includes military justice, military and administrative law, legal assistance, claims, and federal magistrate duties.

Chapter 6 Special Staff

6-1. Command Equal Employment Opportunity Officer.

a. Mission. Serve as TRADOC adviser for all EEO matters; recommend policy, vision, and priorities; and conduct staff management of the TRADOC EEO Program.

b. Organization. The Office of the EEO consists of a single office and is organized under DCSPIL for support.

c. Functions.

- (1) Recommend command-wide policy and guidance for TRADOC's EEO Program.
- (2) Ensure compliance with all federal statutes and Army regulations governing EEO and EEO Commission management directives.
- (3) Advise TRADOC leaders, managers, and supervisors to ensure compliance and incorporation of EEO principles into all their personnel management practices.
- (4) Monitor and analyze EEO complaints. Provide recommendations for customers with issues concerning discrimination complaints and analyzes complaints quarterly to ensure processing is in compliance with published guidelines. Review processing timelines, bases, issues, costs, and settlements for informal and formal complaints. Review alternative dispute resolution program to ensure compliance with regulatory guidance.
- (5) Conduct EEO program evaluations of HQ TRADOC elements, USAAC, and TRADOC centers, schools, and activities to determine effectiveness of the overall EEO Program. Includes conducting sensing sessions; interviewing and meeting with managers, supervisors, and employees; and providing feedback to leaders.
- (6) Provide EEO training for HQ TRADOC. Ensure compliance with Army policy for prevention of sexual harassment training and refresher training.
- (7) Review the following special emphasis programs to determine potential barriers based on in-depth analysis: Black Employment Program, Federal Women's Program, Asian/Pacific Islander Employment Program, Native American/Alaskan Native Employment Program, and Disabled Veterans Program.

6-2. Command Historian.

a. Mission. Provide staff management of TRADOC's Military History and Museum Programs.

b. Organization. The Command Historian's Office consists of a single office. The Command Historian supervises the TRADOC Military History Office which consists of program managers for TRADOC-wide field history, museums, and historical property; research historians; and a support staff. The Military History Office is organized under the DCSPIL for support.

c. Functions.

- (1) Provide staff management of the TRADOC Military History Program which includes collection, interpretation, and instruction of military history for TRADOC.
- (2) Advise the CG, TRADOC and the DCG/CofS on the responsibilities of TRADOC within the Army Historical Program. Develop policy for the TRADOC Military History

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Program based on the CG, TRADOC's intent. Supervise implementation of policy within HQ TRADOC.

(3) Advise commanders and commandants of TRADOC subordinate organizations on military history and the TRADOC Military History Program. Provide staff management of program execution.

(4) Develop policies and procedures for instruction in military history and for the use of military history simulations in support of recruiting, Soldier training, and professional development.

(5) Manage the DA Military History Program certification in TRADOC.

(6) Develop policies and procedures for use of museums to support military history instruction, weapons development, recruiting, Soldier training, and professional development.

(7) Assist HQDA and DCSRM in planning and distribution of budgetary resources for museums in TRADOC. Assist in executing the DA Museum Certification Program in TRADOC.

(8) Assist in planning, exhibitory, and programming for the National Museum of the United States Army.

(9) Develop policy and ensure collection and interpretation of historical property throughout TRADOC. Identify, collect, inventory, archive, and preserve historical documents in all media pertinent to TRADOC missions.

(10) Conduct oral history interviews.

(11) Develop and publish the organizational history of TRADOC.

(12) Answer historical inquiries from HQ TRADOC elements, HQDA, other government agencies, and the general public.

(13) Develop and publish analyses of contemporary problems gained from research into the history of doctrine, organizational development, weapons development, training, education, and other topics relevant to TRADOC's mission.

(14) Supervise development of Army staff ride doctrine.

(15) Serve as lead for TR 350-13, TR 690-4, and TR 870-1.

6-3. Command Safety Office.

a. Mission. Serve as the principal adviser on safety and risk management to the CG, TRADOC; the Director, TRADOC FC; and the CG, USAAC. Coordinate with Army safety staff

(including the U.S. Army Combat Readiness Center and the Army Safety Office), other MACOM safety offices, and federal agencies to ensure compliance with applicable laws, federal codes, and regulations. Support TRADOC subordinate commands, centers, schools, and FOA in the application of system safety principles and requirements into training, capability development, and operational aspects of their mission areas.

b. Organization. The CSO consists of three divisions: Accessions and Training, Plans and Doctrine, and Future Developments. The CSO is organized under DCSPIL for support.

c. Functions. The CSO's responsibilities cross and support ten core functions.

(1) Recruit and IMT. The CSO assists USAAC by providing staff management of operational safety to mitigate potential risk during recruitment and the IMT and ROTC education processes.

(2) Functional training, leader development and education, and training support. The CSO assists CAC by accomplishing the following:

(a) Recommend inclusion of safety and risk management into leader development and education courses and training; provides staff management of the integration of risk management into all branch school products; and provide staff management of general safety instruction in training and education processes.

(b) Monitor the incorporation of risk management into training support documentation (training support plans and packages, lesson plans, and publications supporting training).

(3) Lessons learned, collective training, and doctrine. The CSO assists CAC by accomplishing the following:

(a) Develop, publish, and disseminate, as appropriate, lessons learned based on analysis and findings from safety evaluations, investigations, and accident experience trends.

(b) Assess and evaluate training programs to ensure integration of safety and risk management into planning, execution, and after-action reviews.

(c) Develop safety and risk management policy and doctrine. Provide review and recommendations for doctrine to facilitate effective integration of safety and risk management.

(4) Concept and requirement determination. The CSO assists TRADOC FC by accomplishing the following:

(a) Manage the TRADOC System Safety Engineering Program and serve as the primary technical adviser integrating safety and risk management as part of concept developments.

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(b) Integrate safety and risk management requirements into the developments process. Review, assess, and validate JCIDS documents for safety requirements and recommends safety requirements for the integration into DOTMLPF solutions. Provide a representative to the System Safety Working Group and ICTs.

(c) Provide safety review of and input to system training plans (STRAP).

(5) Other major responsibilities.

(a) Plan, organize, direct, and evaluate the safety and occupational health program for TRADOC. Exercise staff management of subordinate command safety programs. Assess and evaluate the posture of the command safety program in terms of compliance with safety and occupation health laws, standards, and regulations; accident experience; and achievement of safety program goals and objectives.

(b) Develop TRADOC safety and risk management doctrine, policy, and guidance. Reviews and interprets safety and occupational health statutes, standards, and policies promulgated by higher headquarters or other regulatory agencies for application to TRADOC missions and operations.

(c) Provide safety education, training, awareness, and promotion by developing, selecting, and acquiring materials for dissemination throughout TRADOC. Develop and conduct safety and risk management training. Develop and administer the TRADOC Safety Awards Program.

(d) Perform accident reporting, investigation, and records management. Administer an accident notification and reporting program for TRADOC to ensure timely and accurate notification, investigation, and reporting of accidents.

(e) Conduct safety inspections, surveys, and assessments. Execute, evaluate, and assess TRADOC's accident prevention efforts, effectiveness of risk management integration, and the accomplishment of program goals and objectives. Develop recommendations and facilitates implementation of safety programs, policies, and initiatives to effect program improvements. Integrate safety and risk management criteria into TRADOC and other staff evaluation and assessment programs.

(f) Conduct hazard analysis and develops countermeasures. Collect, review, and analyze data from various sources (accident records, inspections, surveys) to identify trends, systemic deficiencies, and profiles for use in establishing program initiatives and priorities. Develops and publishes findings, recommendations, and lessons learned.

(g) Provide staff support for the semi-annual Senior Executive Safety Council. Provide a member of the TRADOC chemical surety team. Monitor and analyze safety trends in fielded systems.

(h) Provide a voting member (representing the combat developer) on the Army Fuse Safety Review Board. Provide risk management input into M&S efforts. Process system safety risk assessments when the residual risk is high and recommend TRADOC position to the CG, TRADOC or DCG/CofS.

(i) Serve as lead for TR 385-2.

6-4. Command Surgeon.

a. Mission. The TRADOC Command Surgeon serves as the senior medical staff adviser for TRADOC. The Surgeon advises the CG, TRADOC and CG, USAAC on the health of their commands. The Surgeon promotes health in TRADOC and provides staff management over all aspects of healthcare throughout TRADOC and IMT process. The Surgeon ensures individual and collective medical training are executed in a disciplined combined arms training environment. The Surgeon ensures medical readiness of IMT graduates.

b. Organization. The Office of the Command Surgeon consists of five sections: Executive Office, Operations, Clinical Staff Office, Command Behavioral Health Office, and Administrative Office. The Command Surgeon is organized under DCSPIL for support.

c. Functions. The Command Surgeon's responsibilities cross and support five core functions.

(1) Recruit. The Command Surgeon assists USAAC by accomplishing the following:

(a) Coordinate with Military Entrance Processing Command for the medical screening of applicants for accession to ensure the quality of Army recruits and decrease attrition in IMT.

(b) Recommend and monitor research intended to improve the accessions process, and decrease attrition from existed prior to service conditions and preventable training injuries.

(c) Develop and coordinate programs that ensure individual medical readiness for IMT Soldiers.

(d) Ensure a high quality, standards-based medical accessions process.

(2) IMT. The Command Surgeon assists USAAC by accomplishing the following:

(a) Monitor training and training support packages for the conduct of practical and realistic individual, collective, and leader medical training for IMT and drill sergeant schools.

(b) Monitor initial military medical training to ensure it is high quality, practical, realistic, and can be applied in an austere combined arms environment.

(c) Recommend and facilitate training base medical research to improve Soldier performance in training and combat.

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(d) Ensure Army training center reception battalions conduct initial entry training (IET) medical in-processing.

(e) Coordinate with the Office of the Surgeon General (OTSG) for health policies and issues. Coordinate with U.S. Army Medical Command (MEDCOM), FORSCOM, NGB, and OCAR for medical training and force development.

(f) Formulate the TRADOC position on health matters for presentation to other MACOMs and HQDA.

(3) Functional training, collective training, and leader development and education. The Command Surgeon assists CAC by accomplishing the following:

(a) Monitor training and training support packages for the conduct of practical and realistic individual, collective, and leader medical training.

(b) Coordinate with the OTSG for health policies and issues.

(c) Coordinate with MEDCOM for medical training.

(4) Requirements determination. The Command Surgeon assists TRADOC FC by accomplishing the following:

(a) Develop medical personnel, equipment, and unit requirements to ensure incorporation throughout the JCIDS process to maintain a healthy force.

(b) Coordinate with MEDCOM and the Army Medical Department Center and School to develop personnel, equipment, and unit requirements for the future force.

(5) Other major responsibilities.

(a) Coordinate and implement TRADOC programs for the prevention, surveillance, and treatment of disease and injury within TRADOC. Monitor incidence rates of preventable illnesses and injuries across TRADOC to include the training base and recommends measures to counteract negative trends.

(b) Serve as lead for TR 350-29.

(c) Coordinate with supporting TRADOC organizations' medical treatment facilities to ensure quality, timely, and accessible health care for TRADOC personnel and family members.

(d) Perform analyses of the medical force structure required to support TRADOC centers, schools, and activities.

(e) Monitor the medical and administrative milestones for medical evaluation board completion at each installation.

6-5. Internal Review and Audit Compliance.

a. Mission. Support the TRADOC leadership and TRADOC organizations to improve accountability and compliance in the execution of their missions. Review the execution of management controls to ensure efficient and effective operational business practices.

b. Organization. The IRAC consists of a single office.

c. Functions.

(1) Serve as the CG, TRADOC's principal adviser on all audit matters. Serviced population includes all of TRADOC, including matrix support to USAAC.

(2) Direct, manage, and execute a full range of internal review evaluation services to support TRADOC leadership and TRADOC organizations.

(a) Advise TRADOC on program compliance; initiatives that increase efficiencies and effectiveness in executing missions; and elimination of fraud, waste, and abuse.

(b) Develop and execute an annual internal review plan that is flexible to allow for high priority, unprogrammed work.

(c) Conduct formal internal reviews when the CG, TRADOC or other customer requires a broad, comprehensive evaluation of an activity's effectiveness, efficiency, or financial position or the results being achieved by a command function or program.

(d) Conduct quick response reviews for time sensitive issues in all FAs. Provides services; such as studies, analyses, information gathering, cost analysis, internal control reviews, and other various consulting services.

(3) Review the execution of management controls to ensure efficient and effective operational business practices.

(a) During the normal course of internal reviews, evaluates the effectiveness of management controls, the adequacy of management control evaluations, and actions taken to correct material weaknesses. Advise commanders and staff on significant management control weaknesses identified.

(b) Review HQ TRADOC's annual management control assurance statement and provides an assessment of its thoroughness and validity. Ensure that weaknesses identified through internal reviews and external audits are considered during preparation of the CG, TRADOC's annual assurance statement.

(c) Provide technical advice, assistance, and consultation unit managers within TRADOC, as necessary.

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(4) Serve as the CG, TRADOC's principal officer for liaison with external audit organizations including Government Accountability Office (GAO), DODIG, and U.S. Army Audit Agency (USAAA).

(a) Arrange entrance conferences, discussions, and exit conferences with external audit organizations and the appropriate organization officials.

(b) Provide advice to the command group and operating managers on release of information.

(c) Keep commanders and senior managers, whose operations are audited, informed on the status of ongoing audits; including audit objectives, operating plans, and time schedules.

(d) Process draft findings and recommendations, draft reports, and final reports. Mediate the resolution of disagreements between command and/or management and the auditors relative to audit results, as needed.

(e) Ensure that TRADOC replies to draft findings and recommendations and draft reports are reviewed for accuracy, adequacy, and responsiveness; have been properly coordinated with responsible TRADOC elements; and meet assigned suspense dates.

(5) Establish and maintain a recommendation tracking system and an effective follow-up system on both internal review and external audit and investigative reports.

(a) Conduct follow-up reviews to verify implementation of agreed-to recommendations to determine if corrective actions are effective.

(b) Provide commanders within TRADOC and their staff with periodic reports on the status of corrective actions.

(6) Develop, issue, and implement TRADOC-wide internal review policy and program guidance.

(7) Review and develop the HQ TRADOC position on all audit or internal review issues directed to TRADOC. Provide a HQ TRADOC representative at MACOM and HQDA-level meetings dealing with internal review or audit matters.

(8) Prepare IRAC program metrics, identifies trends, and makes program adjustments.

Chapter 7

Deputy Chief of Staff for Intelligence

7-1. Mission of the Deputy Chief of Staff for Intelligence. Study, design, coordinate, and apply current and future OE in support of joint and Army programs for training and leader development, concept development, experimentation and requirements determination. Provide

independent expert, critical reviews of plans, concepts, organizations and programs. Serve as the joint lead and Army proponent for red teaming. Serve as the Army lead for joint open source intelligence. Recommend and exercise staff management of all intelligence, foreign disclosure, and security (personnel, technology, and communications) policy, products, and priorities. Represent TRADOC in coordinating for intelligence resources and integration of ISR concepts and requirements with responsible agencies.

7-2. Organization of the Deputy Chief of Staff for Intelligence. The TRADOC DCSINT consists of 10 directorates. Six directorates are located at Fort Monroe, and four are located at Fort Leavenworth. The directorates located at Fort Monroe are: Intelligence Directorate; Force/Mission Protection Directorate; Contemporary Operating Environment (COE) /Opposing Force (OPFOR) Application/ Validation Directorate; ISR Integration Directorate; Force/ Mission Protection Directorate; Devil’s Advocate Directorate; and the Weather Office. Directorates located at Fort Leavenworth are: Foreign Military Studies Office (FMSO); Threat and Operational Environment Application Directorate; University of Foreign Military and Cultural Studies (UFMCS) Directorate; and Wargaming and Experimentation Directorate ([see fig 7-1](#)).

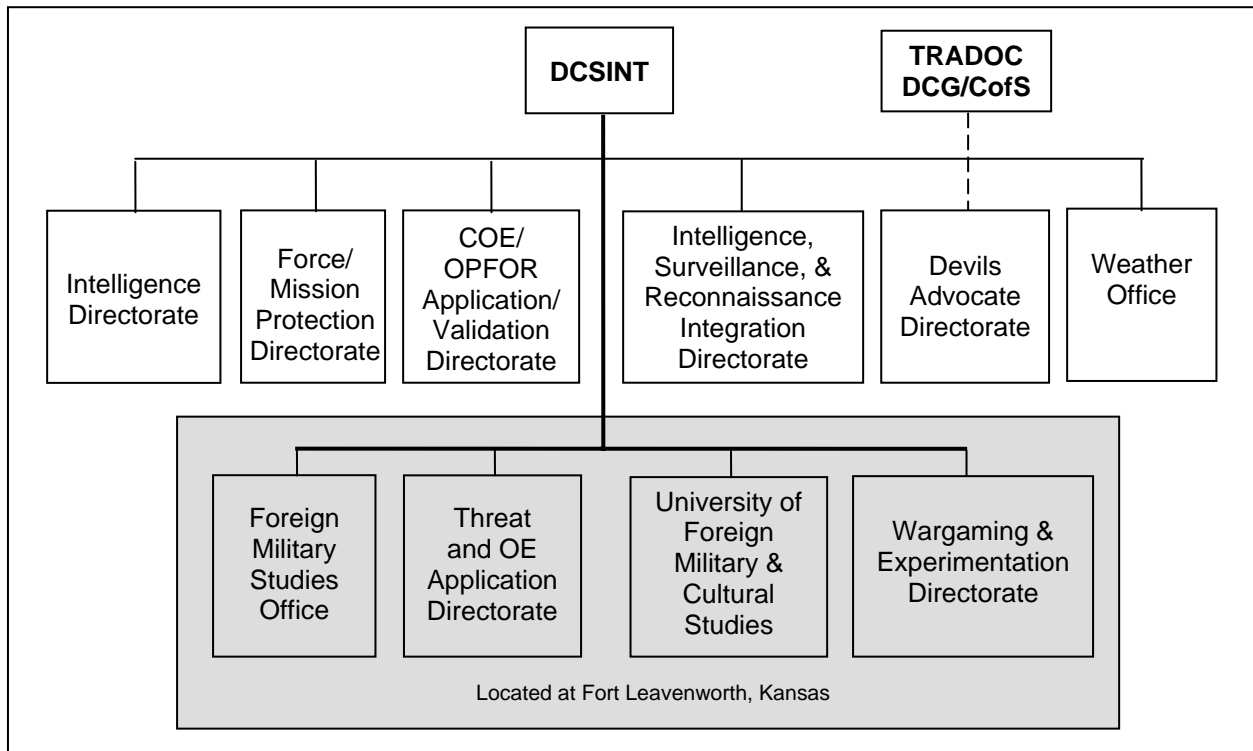


Figure 7-1. Deputy Chief of Staff for Intelligence organization

7-3. Functions of the Deputy Chief of Staff for Intelligence.

- a. Lead for TRADOC’s OE key enabler. The DCSINT has the following lead responsibilities for the OE:

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(1) Study, develop and maintain the OE; manage OE replication and design for Army and joint/Army cosponsored training, wargames, and experiments; manage the Army OE/OPFOR Program to support CTC training and modernization; and develop the joint OE ICW JFCOM J-2.

(2) Provide validated OEs and threats to support leader development and education programs for JFCOM, other Services, and the Joint Forces Staff College and collective training programs for JFCOM (JNTC) and the other Services.

(3) Ensure insights on OE and threats are integrated into aspects of the joint lessons learned process in support of JFCOM.

b. The DCSINT has the following assist responsibilities with respect to other lead organizations' core functions and key enablers:

(1) Core functions:

(a) Recruit. Assist USAAC by providing force protection support and staff management for personnel security clearances to allow for uninterrupted Soldier training.

(b) Initial Military Training. Assist USAAC by designing, validating and replicating OEs and threats that serve as training conditions for all IMT programs.

(c) Functional Training. Assist the CAC by designing, validating and replicating OEs and threats that serve as training conditions for all applicable functional training programs.

(d) Leader development and education. Assist CAC by designing, validating and replicating OEs and threats that serve as training conditions for all leader development and education programs. Establish a UFMCS that will produce leaders who can continuously challenge ideas, concepts, capabilities, plans, and operations in the context of the OE.

(e) Collective training. Assist CAC by designing, validating and replicating OEs and threats that serve as training conditions for all collective training programs. Also, work with CAC on all JOE and OE initiatives for the CTCs. Use FMSO, Joint Reserve Intelligence Center, and open source intelligence to directly support this core function.

(f) Lessons Learned. Assist CAC by ensuring insights on OE and threats are integrated into all aspects of the lessons learned process in support of the Army. Apply adversarial and red teaming perspectives and methodologies to lessons learned to update and validate the OE in support of the Army and joint community.

(g) Doctrine. Apply the OE in all capstone doctrine and produces the Field Manual (FM) 7-100 series of Army manuals and other COE and OPFOR doctrinal products. The UFMCS produces "red teaming" doctrine.

(h) Concepts. Apply the OE in all aspect of concept development. Develop functional concepts as required in support of the TRADOC FC, JFCOM, and HQDA DCS, G-2.

Coordinate all ISR concepts with JFCOM, joint and national agencies, and other Services. Provide independent and relevant critical reviews (Devil's Advocate) across this core function.

(i) Experimentation. Apply the OE in experimental scenarios that provides the consistent benchmark to measure risk, cost, and effectiveness. Provide scenario context, validate and provide certified personnel to replicate the environment and threat capabilities. Assist in gaining selected allied and coalition partners access to experimental programs. Support ACDEP development.

(j) Requirements determination. Produce key environment and threat documentation the JCIDS requires. Facilitate the intelligence certification required to support this core function. Participates in test and evaluation master plan development and produces TTSP.

(2) Key enablers: Assist TRADOC FC by providing input on M&S capability and resource requirements. Review M&S programs for adequacy in replicating the OE.

c. Other major responsibilities and tasks.

(1) Serve as the TRADOC Senior Intelligence Officer.

(2) Perform staff management for all aspects of ISR integration efforts within TRADOC.

(3) Lead TRADOC foreign studies effort to include the culture, OE, and military dimensions.

(4) Develop the concept for UFMCS; establish and operate the program to provide the associated education, lessons learned, and operational reachback across the Army and joint community.

(5) Manage the Defense Civilian Intelligence Personnel System (CP 35) for TRADOC.

(6) Leads the Devil's Advocate Program and efforts in TRADOC.

(7) Leads command security management program for TRADOC including programming, developing and implementing policy, and management of security execution. Provide the TRADOC command security manager.

(8) Serve as lead for TR 381-1.

(9) Provide guidance for protecting the Army's future warfighting technologies through the Army Research and Technology Protection Center – TRADOC.

7-4. Intelligence, Surveillance, and Reconnaissance Integration Directorate.

a. Mission. Coordinate, integrate, and deconflict TRADOC and Army ISR concepts and capabilities with JFCOM, U.S. Strategic Command (USSTRATCOM), other services, and other

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U.S. national intelligence agencies. Advance state of art Army ISR and assess capability of ISR performance within current, emerging, and future OE.

b. Organization. The ISR Integration Directorate consists of a single office.

c. Functions.

(1) Review and participate in the development of all TRADOC, JFCOM, and USSTRATCOM ISR concepts or programs.

(2) Conduct comparative analysis of all Service, joint, and Army ISR concepts to identify gaps and seams and to assure interoperability and consistency.

(3) Coordinate with JFCOM J-2 and JFCOM components to integrate Army ISR and battlespace awareness concepts into joint experimentation, concepts and developments. Coordinate for ISR and battlespace awareness participation of other TRADOC and Army organizations into JFCOM events.

(4) Coordinate with national and DOD intelligence agencies, as well other Services to ensure the future force ISR system will function effectively in the complex OE postulated. Develop, write, coordinate, and produce studies to define implications of OE assessments on ISR programs and requirements.

(5) Research, develop, and characterize current and future threat signatures, patterns, and processes for application in the development of ISR concepts, systems, doctrine, force design, and training development and in support of all M&S efforts. Assess the implications of these signatures, patterns, and processes on ISR capabilities and systems.

(6) Serve as TRADOC's battlespace awareness and ISR coordination and planning SME for integration of joint, other Service, and Army ISR capabilities and concepts. Serve as the principal ISR technical adviser to DCSINT and TRADOC FC.

(7) Inform TRADOC, joint, and other Service modeling and simulation activities that support training, experimentation, testing, developments, and concepts on the OE challenges to ISR systems and capabilities.

(8) Organize and coordinate ISR support to Army and joint experiments, war games, and transformation efforts.

(9) Advise the TRADOC FC, CAC, and HQDA DCS, G-2 on the development of bridging strategies between current and future ISR capabilities and ensures coordination of these strategies with joint programs.

7-5. Wargaming and Experimentation Directorate.

a. Mission. Represent the threat and the OE in experiments, wargames events, and concept development venues.

b. Organization. The Wargaming and Experimentation Directorate consists of a single office.

c. Functions.

(1) Select, train, educate, and manage a cadre of independent operational and tactical threat experts.

(2) Employ threat experts to represent the OE and adversary to competitively challenge the Blue Force in all TRADOC wargames, experiments, leader development venues, and concept formulation programs. Lead teams of senior-level OE and threat experts to participate in interagency, DOD, unified command, other Service, and Army studies, wargames, and experiments.

(3) Provide threat and OE assessments of Blue Force capabilities, operational concepts, systems, and organization designs. Identify and exploit perceived vulnerabilities in competitive forums and support examination of alternatives and risk mitigation strategies with adversarial perspectives.

(4) Assist the Threat and OE Application Directorate review, certify and document threat representation, scenario assumptions, red players, and adequacy of models, simulations, and work-arounds in replicating the OE during the conduct of TRADOC-led wargames, studies, analytical venues and experiments.

7-6. University of Foreign Military and Cultural Studies.

a. Mission. Develop, manage, and execute programs for concept formulation, doctrine, organizational design, education, training, and application of red teaming, open source intelligence, and intelligence analyst (civilian) initial entry education.

b. Organization. The UFMCS is organized into three colleges: College of Red Teaming, Open Source Intelligence College, and the Intelligence Analyst Development College.

c. Functions. Lead the development of concepts, doctrine, training and leader development programs, and tactics, techniques, and procedures (TTP) for red teaming and collection of open source intelligence in support of concepts, strategies, technologies, plans, operations, and execution in operational and institutional venues.

(1) College of Red Teaming.

(a) Serve as the TRADOC lead for red teaming and recommends red team structure and design for current and future organizations. Represent red team functions in all concept and developmental efforts, prescribe and manage career development programs for red team leaders, and coordinate for the inclusion of red teaming processes in joint and Army doctrine.

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(b) Develop training and educational programs, curriculum, and objectives for red team training in all NCO Education System (NCOES) and OES programs to ensure leaders have the ability to properly utilize red teams assigned to or supporting their units.

(c) Organize, conduct, and manage training and education programs for red team leaders, red team practitioners, and red team members. Develop and conduct specialized, tailored, or custom training programs in support of mission requirements for joint forces, the Army, other Services, and other agencies, as directed.

(d) Provide reach back capability to a core of red team practitioners and SMEs for units in the field by serving as a clearinghouse for requests for information and assistance related to red teaming.

(e) Facilitate and conduct research to determine best practices in red teaming and develops lessons learned from red teams operating in the field or in institutional venues.

(2) Open Source Intelligence College.

(a) Serve as the TRADOC lead for open source intelligence and recommends open source intelligence structure and design for current and future organizations. Represent open source intelligence functions in all concept and developmental efforts, prescribe and manage career development programs for open source intelligence analysts, and coordinates for the inclusion of open source intelligence processes in joint and Army doctrine.

(b) Develop and update open source intelligence doctrine and publications; define and evaluate open source intelligence processes and methodology.

(c) Teach research and development techniques, methodologies, collection strategies, and related processes (for example, enhanced data mining software, knowledge discovery processes, visualization techniques, predictive algorithms, and multilingual capabilities); Document TTPs for collection, analysis, and dissemination of open source intelligence.

(3) Intelligence Analyst Development College.

(a) Serve as the TRADOC lead for the Civilian Intelligence Analyst Education Program; recommend structure and design for current and future civilian intelligence analyst education organizations. Represent civilian intelligence analysts education functions in all concept and developmental efforts and prescribes and manages career development programs for civilian intelligence analysts.

(b) In partnership with selected universities and colleges, conduct on-campus intelligence analyst education program courses and conducts off-campus paid summer hire educational and work experience programs resulting in the awarding of a Certificate of Intelligence Analyst.

(c) Develop a training and education curriculum approved for academic credit by universities and reviewed by the intelligence community to ensure their needs are met in the training of future civilian intelligence analysts.

7-7. Intelligence Directorate.

a. Mission. Study, design, coordinate, and apply comprehensive future OEs and threats in support of joint and Army programs for concept development, experimentation, and requirements definition.

b. Organization. The Intelligence Directorate consists of three divisions: Force Design and Requirements, Emerging Threats, and Future Concepts.

c. Functions.

(1) Lead and conduct studies to define the scope and context of future OEs and threats.

(2) Develop, update, and publish the TRADOC OE pamphlet and, ICW JFCOM J-2, develop and publish the JOE.

(3) ICW TRADOC FC, CAC, and the DCSINT Wargaming Directorate, design, coordinate, and apply the OE, threat, and battlespace conditions for all future concept development, doctrine development, capabilities and system development, and experimentation programs across TRADOC.

(4) Validate and accredit all futures scenarios (less TRADOC standard development scenarios), environments, threats, and threat capabilities used throughout TRADOC for all conceptual and developmental work; especially experiments and related exploratory efforts.

(5) Assist TRADOC FC, ICW DCSINT Wargaming Directorate, by representing the threat and OE in wargaming and simulations to evaluate and stress warfighting concepts, force designs, operational plans, and battlefield effectiveness.

(6) Provide HQ TRADOC coordination with the Army staff, Defense Intelligence Agency (DIA), Service intelligence production agencies, and national intelligence agencies to ensure timely and effective intelligence and threat support for the defense acquisition program. Formulate TRADOC intelligence requirements, submits requirements, and manage the intelligence production database.

(7) Prepare, review, and coordinate threat statements and OE conditions for initial capabilities documents (ICD), capability development documents (CDD), and capability production documents (CPD). Approves threat statements in ICDs and CDDs for acquisition category (ACAT) III systems; recommend approval of threat statements for ACAT I and II ICDs and CDDs.

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(8) Conduct system threat assessments and write, coordinate, and approve system threat assessment reports (STAR). Coordinate and recommend approval of ACAT I and II STARS through Milestone B.

(9) Provide HQ TRADOC with focused OE and threat analysis to support acquisition spiraling initiatives and quick turn-around requirements programs.

(10) Establish and provide the chair for appropriate threat coordinating groups.

(11) Provide HQ TRADOC with a broad-spectrum intelligence gathering, analysis, and dissemination capability as a key component of the HQ TRADOC Emergency Operations Center (EOC).

(12) Develop and submit the intelligence situation for the HQ TRADOC Daily Situation Report and the Army Mobilization and Operations Planning and Execution Systems (AMOPES).

(13) Provide DCSINT and TRADOC senior leader updates on the latest worldwide tactical and technical developments and trends to enable them to develop programs, concepts, training, and materiel requirements.

7-8. Threat and Operational Environment Application Directorate.

a. Mission. Study current to mid-term OEs and threats. Design and apply full spectrum COEs, and threats (OPFOR) conditions for all Army and joint training, modeling and simulation development, leader development venues, analysis, studies, testing, and experimentation. Provide threat and OE support for training and combat developments.

b. Organization. The Threat and OE Application Directorate consist of two divisions: OPFOR and Threat Integration (OTID), and Scenarios and Studies (SSD)/Testing and Evaluation. The Assistant DCSINT-Threats also exercises supervision over the FMSO.

c. Functions.

(1) The OTID.

(a) Serve as TRADOC lead for studying, designing, documenting, validating and applying threat (OPFOR) and OE conditions in support of all Army and joint training and leader development programs. Develop and publish FMs and student texts on the COE that support Army training and joint training literature.

(b) Develop and maintain a data repository of COE and OPFOR information regarding organization, tactics, doctrine and materiel (Worldwide Equipment Guide) for training, and prescribe methodologies for developing current and predictive assessments of the COE to support CTCs and the JNTC.

(c) Prepare training support packages, design curricula, and execute training programs on the COE for cadres, scenario writers, observer controllers, course developers, and opposing forces.

(d) Serve as DCSINT lead for the TRADOC Quality Assurance (QA) Program with respect to the adequacy of training conditions in the “Task-Condition-Standard” framework.

(e) Validate COE and threat (OPFOR) representation in the development and maintenance of live, virtual, constructive (L-V-C) training, M&S, exercise development and, when required, mission rehearsal exercises.

(f) Reviews lesson plans and related materials to ensure integration of the COE concept. Review FMs, regulations, pamphlets, and circulars that contain or should contain references to the COE.

(g) Responsible for the OPFOR/COE pillar of the CTC Master Plan.

(h) Conduct mobile training team (MTT) visits with the Center for Army Lessons Learned (CALL) to train deploying units on the OE. Maintain the COE and OE TRADOC DCSINT website on the CALL homepage and institutionalizes red lessons learned.

(i) Provide COE and OPFOR guidance and support such as threat equipment data verification, surrogate systems data, and unclassified lethality effects to support Army training programs.

(2) The SSD/Test and Evaluation Division.

(a) Lead development and validate all COE scenarios. Accredite all environments, threats, and threat capabilities used throughout TRADOC for all developmental work in experiments, studies, and other analyses.

(b) Design COEs and threats for all TRADOC combat developments studies and analyses (such as TRAC and TRADOC battle labs) for use primarily in M&S and related analytical activities.

(c) Apply validated OE and threat in support of studies, analysis of alternatives, and other events in support of the TRADOC combat developments mission.

(d) Validate threat system capabilities, characteristics, and applications for all combat developments M&S and related analytical activities. Refine, recommend, and approve validated workarounds for M&S threat portrayal in support of TRADOC M&S activities.

(e) Coordinate with HQDA, the service intelligence production agencies, and DIA for their review, input, and validation of threat data and threat products, as appropriate.

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(f) Provide the TRADOC COE and threat representative for development of the Army TEMP.

(g) Prepare, coordinate, document, and approve COE content and TTSPs for all test and evaluation operational events requiring a validated threat. Participate in validation working groups for all threat simulators, simulations, and targets to be utilized in Army tests.

(h) Coordinate with the National Ground Intelligence Center, the other Service intelligence production agencies, and DIA for threat science and technical intelligence information for TTSP documentation and threat simulators, threat simulations, threat instrumentation data, and threat targets.

(i) Monitor all aspects of threat test coordination, planning, documentation, and approval. Provide approval of threat portrayal during test execution and threat test support for joint programs when Army is the lead.

(j) Develop, prepare, and document the COE as well as threat activities for all TRADOC standard scenarios.

7-9. Contemporary Operating Environment/Opposing Force Application/Validation Directorate.

a. Mission. Execute the duties of the Responsible Official for the Army's OPFOR Program (Active, Reserve and National Guard) and assist in the development of the JNTC.

b. Organization. The COE/OPFOR Application/Validation Directorate consists of a single office.

c. Functions.

(1) Develop and staff Army Regulation (AR) 350-2 on behalf of HQDA DCS, G-2.

(2) Coordinate with the HQDA DCS, G-3/5/7 and CAC's CTCD on COE and OPFOR and training center modernization initiatives to ensure consistency of OE portrayal across all simulation domains (live-virtual-constructive). Validate COE and OPFOR modernization requirements.

(3) Validate the training of OPFOR and COE replication at all training centers by planning, coordinating, executing, and authoring written reports for annual COE and OPFOR accreditations of Army CTCs.

(4) Provide a summary report to CAC's CTCD of observed CTC trends regarding the COE and OPFOR.

(5) Provide a representative for the OPFOR as a member of the CTC council of colonels (COC).

(6) Validate and assist in the processes of developing CTC COE and OPFOR resource requirements as presented in the CTC review and the COC.

(7) Coordinate COE and OPFOR conferences and forums to evaluate current and future COE and OPFOR requirements for training environments, promote critical analysis, provide leader education and feedback, and promulgate appropriate COE and OPFOR doctrine.

(8) Provide COE assistance to the TRADOC QA Program.

(9) Validate OPFOR system requirements, capabilities, characteristics, and applications for all CTC-related activities. Refines, recommends and approves validated “workarounds” for COE and OPFOR portrayal.

(10) Provide a representative and member of the JNTC Operational Management Group Two and JNTC Technical Management Group Three for the OPFOR pillar.

(11) Provide an Army representative to the Joint Technical PAT hosted by the National Simulation Center.

(12) Conduct reviews of JNTC-hosted or -sponsored exercises.

(13) Validate and assist in the resource requirements process for Army-nominated COE and OPFOR JNTC initiatives and unfunded requirements.

(14) Assist ATSC in the development, technical definition, and refinement of training support requirements for OPFOR equipment and capabilities.

(15) Develop and refine Annex B (COE and OPFOR) of the TRADOC Accreditation Action Plan for the CTC Program.

7-10. Foreign Military Studies Office.

a. Mission. Provide the Army, DOD, and other government customers a world class research and assessment capability on regional and security issues through open sources and directed engagement with foreign military and security specialists. The FMSO leads studies, education, and training programs in support of joint open source intelligence efforts.

b. Organization. The FMSO consists of four divisions: Office of the Director, Research and Production, Joint Reserve Intelligence Center (JRIC) Site Management, and Analytical Support.

c. Functions.

(1) Provide day-to-day management and direction for the operation of the JRIC along with an extensive virtual complement of reserve analysts with foreign and regional expertise. Focus

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on analyzing threats and OEs primarily utilizing open source venues and extensive organizational contacts with foreign military and security specialists.

(2) Develop and manage a research database of foreign and English language materials supporting DOD, Army, and TRADOC research goals. Develop digitized databases on foreign security issues for the intelligence community, the warfighter, and other customers.

(3) Conduct studies and analysis on foreign experience as approved and directed by the DCSINT.

(4) Systematically exploit all relevant foreign sources to produce security assessments in high demand areas of interest. Maintain a robust RC utilization program. Build and expand crisis surge capability to provide tailored security assessments to leaders utilizing the capability of the JRIC.

(5) Build productive relationships with foreign security specialists and closely interacts with the intelligence community as a sponsor and partner.

(6) Support the intelligence community with a continuous assessment of emerging threats and a center of centers for emerging threat collection, analysis, and production.

(7) Develop open source intelligence in support of concepts, strategies, technologies, plans, operations, and execution in operational and institutional venues.

(8) Conduct operational analysis supporting homeland defense operations across public, private, and interagency sectors.

(9) Collect and analyze network (firewall) data from other government agencies and private entities that comprise the National Infrastructure Protection Centers-identified critical infrastructures in the Critical Infrastructure Assurance Program.

(10) Employ the Critical Infrastructure Vulnerability Assessment Program to train and assist critical infrastructure providers assess the vulnerability of their unique physical and cyber resources. Assist DOD installations, and other government agencies, “stay online” by aiding in the prevention of catastrophic events that could affect receipt of mission critical services normally received from the private sector.

7-11. Force/Mission Protection Directorate.

a. Mission. Coordinate all aspects of TRADOC’s security, intelligence management, North Atlantic Treaty Organization (NATO) registry, Special Security Office (SSO), sensitive compartmented information (SCI) facilities physical security requirements, antiterrorist threat assessments for very important person travel, foreign disclosure, and technology protection to include counterintelligence measures in support of homeland defense, technical security, and threats to automation. Ensure adequate resources, guidance, and training are available at each subordinate command to implement effective command security.

b. Organization. The Force/Mission Protection Directorate consists of seven sections: the Office of the Director; SSO, Information Security, Personnel Security, Foreign Disclosure, Technology Protection, and Technical Security.

c. Functions.

- (1) Manage the SCI programs within TRADOC.
- (2) Coordinate for resources in the General Defense Intelligence Program and installation security budget program to man and equip TRADOC's security and SCI programs.
- (3) Evaluate SCI management programs of subordinate organizations and represents the special security FA within TRADOC's organizational inspection program.
- (4) Manage, advise, and represent TRADOC on information security program matters related to the classification, downgrading, declassification, and safeguarding of national security information.
- (5) Provide, through the Army Research and Technology Protection Center-TRADOC, guidance for protecting the Army's future warfighting technologies.
- (6) Establish and manage TRADOC's Industrial Security Program.
- (7) Manage the TRADOC Foreign Disclosure Program to ensure implementation of the National Disclosure Policy; establish policy and procedures for release and adjudication of information to foreign governments, foreign representatives, and international organizations to include foreign military training and foreign military sales; certifies foreign representatives assigned to HQ TRADOC and TRADOC MSCs; and process requests for visit authorization from foreign representatives throughout TRADOC.
- (8) Manage the TRADOC responsibilities for the DA Cryptographic Access Program.
- (9) Ensure implementation of DOD Information Security System policy and proper implementation of the DOD Intelligence Information System Computer Security Program.
- (10) Manage TRADOC Personnel Security Program and establishes policies and procedures to ensure trainee security holdovers are at the lowest levels possible.
- (11) Perform matrixed security support to USAAC and TRADOC FC.
- (12) Manage the Command Technical Security Program; to include communications security, technical counterintelligence, HQDA Polygraph Program, technical security countermeasures, Telecommunications and Electrical Machinery Protected from Emanations Security, and intelligence oversight.

7-12. Weather Office.

a. Mission. Recommend weather support policy, vision, and priorities to support the mission and functions of TRADOC.

b. Organization. The TRADOC-U.S. Air Force (USAF) Weather Office consists of one USAF officer.

c. Functions.

(1) Provide command interface with HQ USAF weather staff concerning policy, procedures, resources, programs, and plans. Coordinate with Air Combat Command on operational weather support to TRADOC installations.

(2) Assist HQ USAF and HQDA DCS, G-2 to develop and modify operational and tactical level weather support enabling concepts based on Army requirements.

(3) Establish weather support DOTMLPF requirements for the Army based on Air Force-approved support concepts. Assist the U.S. Army Intelligence Center in writing the FM for Army weather support.

(4) Ensure consistency among Army weather support doctrine, Air Force, and joint weather doctrine that describes support to the Army. Monitor Air Force weather equipment acquisition programs, leader training programs, policy, and TTP development to ensure consistency with Army weather support doctrine and sufficiency to meet Army requirements.

(5) Assist U.S. Army Intelligence Center efforts to identify weather requirements and coordinates the development of solutions using TRADOC and/or Air Force development methodologies.

(6) Evaluate any deficiencies in Army weather support doctrine or the effectiveness of weather support using exercise or operational after actions reports, exercise observer/controller reports, on-site visits to training exercises, and other means.

(7) Recommend process and procedure changes to ensure a viable weather effects rules collection program exists to support operational decision aid development and Army M&S efforts.

(8) Provide POI recommendations to ensure the relevancy and effectiveness of the U.S. Army Intelligence Center's Staff Weather Officer Course.

(9) Lead the TRADOC efforts to collect budget and resource inputs to the Army report to the Office of the Federal Coordinator for Meteorology for the Annual Federal Plan for Meteorological Services and Supporting Research.

(10) Monitor development of Army Tables of Organization and Equipment for battlefield weather teams supporting Army operations and intelligence activities. Coordinate with HQ USAF, Air Force major commands, and MACOMs on weather support equipment authorization and sourcing issues.

(11) Set priorities and coordinate activities of Air Force staff weather officers assigned to TRADOC at the U.S. Army Intelligence Center, CAC, and the U.S. Army Aviation Center to ensure unity of effort.

(12) Represent the DCSINT at meetings of the Army-Air Force Weather Support Synchronization COC.

7-13. Devil's Advocate Directorate.

a. Mission. Assist Army and DOD organizations by conducting independent and unbiased critical review of concepts, other written products, organizational designs, and processes; and by conducting independent analysis to support transformation initiatives or other high priority tasks.

b. Organization. The Devil's Advocate Directorate consists of a single office.

c. Functions.

(1) Conduct critical review of concepts, publications, briefings, and the construct of experiments and wargames; organizational assessments; and independent fact gathering and analysis.

(2) Support strategic initiatives of the senior TRADOC leadership.

(3) Manage a network of associate SMEs from within the government, DOD, scientific, academic, industry, and international communities.

Chapter 8

Deputy Chief of Staff for Operations and Training

8-1. Mission of the Deputy Chief of Staff for Operations and Training. Function as the TRADOC G-3 in the areas of training, operations, readiness, plans, and personnel proponenty. Essential functions:

a. Training. The DCSOPS&T articulates the CG, TRADOC's training vision and guidance; provides staff management for TRADOC's Soldier and leader training and education; manages training support for CG, CAC; recommend training and resource strategies, priorities, and policy to the CG, TRADOC and DCG/CofS; monitor training effectiveness; ensure adaptation of TRADOC training into the future; and lead TRADOC implementation of DOD T2 initiatives including JAGO.

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b. Operations and Readiness. The DCSOPS&T integrates and synchronizes operations across TRADOC and manages readiness of the training base. The DCSOPS&T analyzes, integrates, and synchronizes command requirements and resources to ensure commandants can perform their operational and training missions. At the same time, DCSOPS&T leads TRADOC force protection efforts; serves as primary tasking authority for TRADOC; runs the TRADOC EOC; manages the continental United States (CONUS) Replacement Centers (CRC); publishes current plans, directives, and operations orders associated with the Global War on Terrorism (GWOT), mobilization, and general war; and, monitors and reports readiness to CG, TRADOC.

c. Plans. The DCSOPS&T writes, monitors, and tracks the execution of plans with command operational impact; plans changes to the training base in support of evolving Army requirements; and prepares TRADOC for future changes to training.

d. Personnel proponency. The DCSOPS&T is the TRADOC lead for personnel proponency and coordinates, integrates, and synchronizes personnel life-cycle management for TRADOC and non-TRADOC branch, FA, and career management field (CMF) personnel proponents.

8-2. Organization of the Deputy Chief of Staff for Operations and Training. The DCSOPS&T consists of ten directorates and three FOAs. The directorates are: Operations, Mobilization, and Readiness (OMRD); Joint and Combined Arms Training (JCATD); Leader Development and Education (LDED); Individual Training (ITD); Training Development and Delivery (TDADD); Training Program Analysis and Evaluation (TPA&ED); The Army School System (TASSD); Training Plans and Capabilities Review (TPCRD); Command Provost Marshal (CPMD); and Personnel Proponency (PPD). The three FOAs are: ATSC, TOMA, and SATFA ([see fig 8-1](#)).

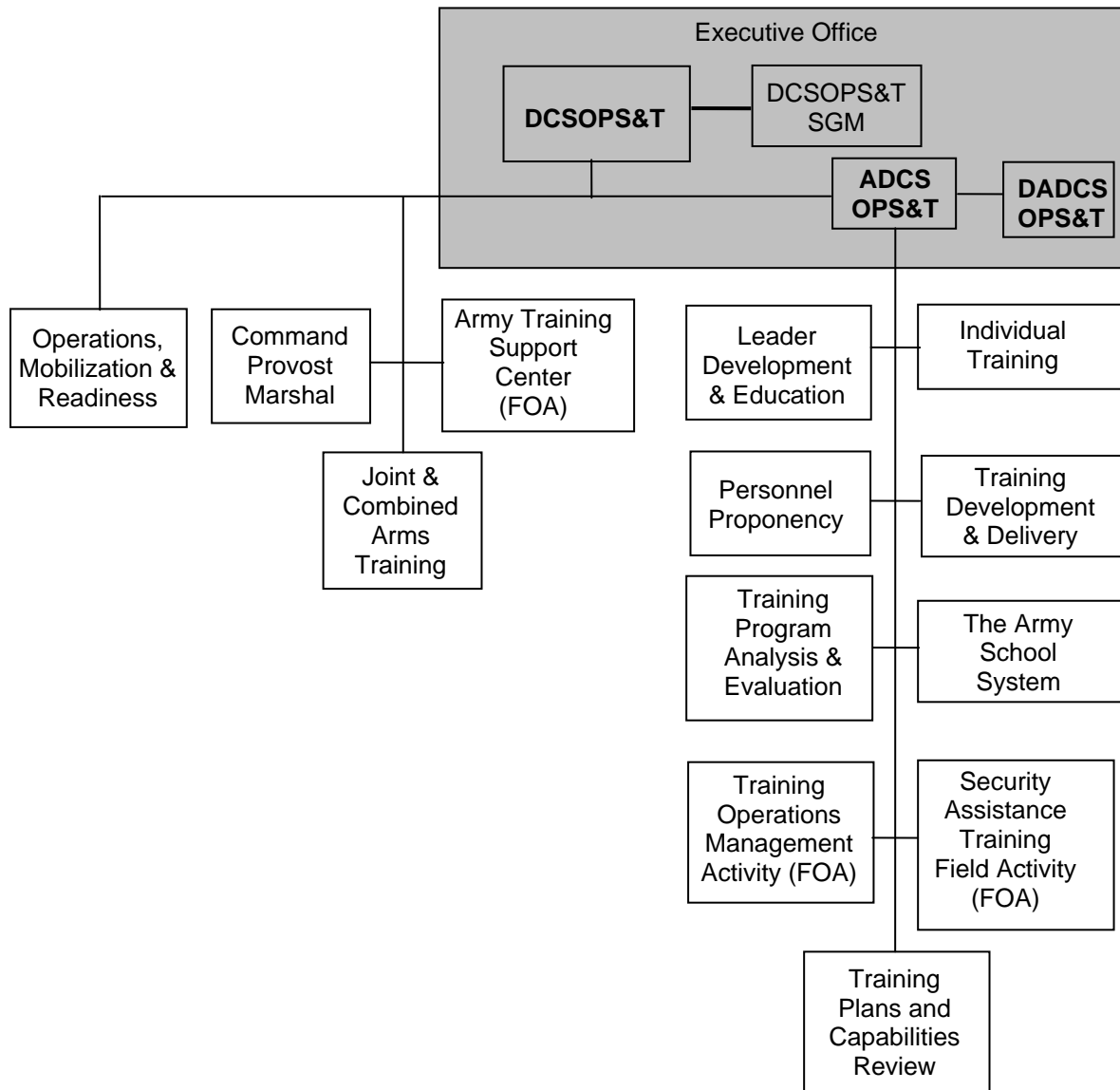


Figure 8-1. Deputy Chief of Staff for Operations and Training organization

8-3. Functions of the Deputy Chief of Staff for Operations and Training. [Table 8-1](#) outlines the functions of the DCSOPS&T in terms of G-3 roles.

Table 8-1
Deputy Chief of Staff for Operations and Training G-3 roles

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G-3 Function	G-3 Role				Function
	Staff Mgt	HQ TRADOC Lead	TRADOC Lead	Assist	
Training	X				Training priorities
	X			X	TRADOC individual (IMT, functional, leader development) and collective training
			X		Joint service issues
			X		Integration, synchronization, and implementation of training across the MSCs and the command
	X		X	X	Training guidance
	X			X	Training standardization
		X			Training resource priorities
			X		TRADOC RC training initiatives
			X		Common task identification
			X		TRADOC Staff and Faculty Training Program
			X		TRADOC Classroom XXI Program
			X		TR 350-70
			X		The Army School System
			X		Security assistance training programs provided to international military personnel
			X		Army Distributed Learning Program
			X		Army Quality Assurance Program
			X		Army Interservice Training Program
	X				Coordination with organizations outside TRADOC on training issues
				X	Integration of TLP issues into the development of concepts, requirements, and capabilities
			X		Joint Knowledge Development and Distribution Capability within DOD T2
	X				TLGOSC
	X				TEMO domain
			X		Institutional training base operations

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Operations and Readiness			X		Training resource requirements synchronization
			X		TRADOC tasking process (primary tasking authority)
		X			HQ TRADOC Emergency Operations Center
		X			OPSEC
		X			HQ TRADOC military air requirements
			X		Force protection execution
	X				TRADOC Corrections Program
			X		Plans, directives, and operations orders
			X		CONUS Replacement Centers (CRCs)
			X		TRADOC readiness reporting (SRU & TSR)
			X		TRADOC mobilization actions
			X		Training support that crosses MSCs or is needed to synchronize training base operations
			X		Chemical Surety Program execution
	X				Plans/programs execution management
Plans			X		Operational plans within TRADOC
			X		The Army Campaign Plan (ACP)
			X		Training functional plans
			X		TRADOC Training Transformation Integration Plan
	X				TRADOC support to GWOT, contingency ops, and general war
			X		SMDR and TRAP
			X		BRAC planning for training issues
	X				Training and educational readiness trends
			X		TRADOC plans for implementing Army-level decisions/directives/plans, such as ARFORGEN and OIAA
Personnel			X		Personnel domain of DOTMLPF for TRADOC

8-4. Executive Office.

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a. Mission. Provide organizational leadership for DCSOPS&T.

b. Organization. The Executive Office consists of six sections: the DCSOPS&T's Office, the Assistant Deputy Chief of Staff for Operations and Training (ADCSOPS&T)'s Office, the Deputy to the ADCSOPS&T, the Deputy Assistant Deputy Chief of Staff for Operations and Training's Office, the DCSOPS&T Sergeant Major (SGM), and an administrative office.

c. Functions:

(1) The DCSOPS&T functions as the TRADOC G-3 in the areas of training, operations, readiness, and plans. The DCSOPS&T is also the TRADOC lead for personnel proponentcy and serves as the TRADOC Force Protection (FP) Officer and the TRADOC Chemical Surety Officer. The DCSOPS&T has staff management responsibility for actions addressed at the TLGOSC and attends the TLGOSC as an adviser to the DCG, CA during this forum.

(2) The ADCSOPS&T acts for and represents the DCSOPS&T as required; manages the training base to include expansion and mobilization; is the Army representative for the Interservice Training Review Organization (ITRO); is the Army Functional Chief's Representative (FCR) for CP 32, Training and Warfighting Developers; and chairs the Distance Learning/Training Technology Advisory Subcommittee for the Secretary of the Army.

(3) The Deputy to the ADCSOPS&T advises and assists the ADCSOPS&T; manages special projects; is the Deputy FCR for CP 32; and manages DCSOPS&T budgets, IM, automation, and civilian personnel.

(4) The Deputy Assistant to DCSOPS&T assigns and manages the workload within the DCSOPS&T, is the center for all tasking requirements for the DCSOPS&T staff, and manages the DCSOPS&T Administrative Office.

(5) The DCSOPS&T SGM provides advice and recommendations on enlisted initial entry and NCO leader development policies and actions to the DCSOPS&T; coordinates policy implementation among HQDA staff, other MACOMs, MSCs, and the U.S. Army Sergeants Major Academy (USASMA); and advises both the TRADOC CSM and USASMA on future NCO leader development and NCOES implications resulting from Army strategic plans.

(6) The DCSOPS&T Administrative Office manages military personnel, property accountability, supplies, DTS, credit cards, correspondence, suspense management, and physical space for DCSOPS&T.

8-5. Operations, Mobilization, and Readiness Directorate.

a. Mission. Develop plans and policy, manage, and coordinate execution for contingency operations, general war, and RC unit and individual mobilization activities within TRADOC; run the HQ TRADOC EOC; has tasking authority for TRADOC; and manages all TRADOC readiness reporting.

b. Organization. The OMRD consists of four divisions: Current Operations, Mobilization, Readiness, and Taskings.

c. Functions.

(1) Plan and direct subordinate commands and HQ TRADOC elements' action in support of GWOT, contingency operations, general war, and special operational missions assigned by HQDA.

(2) Issue mission and individual augmentee taskings to subordinate commands for the CG, TRADOC.

(3) Maintain situational awareness of operations and events and keeps TRADOC leadership informed of TRADOC requirements and involvement emerging from Army operations.

(4) Operate and provide 24/7 manning for the TRADOC EOC.

(5) Develop and promulgate TR 1-8, TR 1-9, TR 95-5, and TR 500-2.

(6) Represent HQ TRADOC during non-duty hours.

(7) Activate and manage all aspects of the crisis action team (CAT) and/or battle staff as directed or approved by the CG, TRADOC, DCG/CofS, or DCSOPS&T.

(8) Manages TRADOC compliance with the following treaties: Chemical Weapons Treaty, Intermediate Nuclear Forces Treaty, Open Skies Treaty, Global Exchange of Military Information/Transparency in Armaments, Strategic Arms Reduction Talks, and the Certain Conventional Weapons Treaty.

(9) Develop policy and manage the TRADOC tasking process.

(10) Coordinate TRADOC activities involving special events, such as the National Boy Scout Jamboree, DOD Open House, Public Service Recognition Week, and Armed Forces Day.

(11) Prepare mobilization plans and policies and publish mobilization guidance for HQ TRADOC and all subordinate organizations. TRADOC lead for TRADOC Mobilization, Operations, Planning, and Execution System (TMOPES).

(12) Coordinate mobilization, deployment, force allocation, and mobilization assignments of RC units throughout TRADOC.

(13) Manage development of the TRADOC Status Report (TSR) and provides readiness products to the HQ TRADOC command group for various visits, conferences, and meetings.

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(14) Manage the development of TRADOC's portion of the Army's Strategic Readiness System (SRS). Develop and track HQ TRADOC and subordinate command strategic objectives, objective descriptions, measures, and strategic initiatives. Plan and execute HQ TRADOC and subordinate command change windows.

(15) Develop guidance, policies, and procedures for the control and management of operations security (OPSEC) within HQ TRADOC. Provide the chair for the OPSEC Steering Committee and coordinates associated actions.

(16) Prepare operational reports for HQ TRADOC which includes situation reports from subordinate commands and TRADOC's situation report to HQDA.

(17) Coordinate TRADOC's participation in Joint Chiefs of Staff (JCS) exercises. Allocates and manages JCS exercise funds.

(18) Ensure TRADOC unit status reporting is submitted to HQDA.

(19) Manage TRADOC Master Activities Calendar (TMAC), administers the TMAC portal, trains subordinate users, and approves calendar inputs.

(20) Manage the HQ TRADOC Senior Officer Orientation Program.

(21) Prepare and brief the TRADOC command overview.

(22) Manage the quarterly TRADOC review and analysis (R&A) process.

(23) Receive, process, and manage requests for all HQ TRADOC military air travel and for certain senior leader and senior spouse invitational and commercial air travel.

(24) Receive, process, and coordinate for all Tidewater airlift support (shuttle mission) travel for the Joint Operational Support Airlift Command.

(25) Lead CRC operations; facilitate CRC training, guidance, and deployment. Coordinate with HQDA to mobilize CRC units and establish rotational milestones.

(26) Facilitate HQ TRADOC senior leader communications by maintaining continuous awareness of the locations of TRADOC key leaders.

8-6. Command Provost Marshal Directorate.

a. Mission. Lead the operational execution for TRADOC's force protection including: the Antiterrorism (AT) Program, domestic criminal and antiterrorism intelligence, the Physical Security (PS) Program, law enforcement, and the Military Working Dog (MWD) Program. Perform staff management for implementing the TRADOC Corrections Program; develop guidance for TRADOC's execution of five management decision packages (MDEP); and

recommend and facilitate employment and deployment of TRADOC's military police units, detachments, and military working dog assets.

b. Organization. The CPMD consists of two divisions: Law Enforcement and Force Protection.

c. Functions.

(1) Develop policy, establish plans, and implement TRADOC operational execution of the Army AT Program. Develop TR 525-13.

(a) Advise CG, TRADOC and the DCSOPS&T (as the TRADOC FP Officer) on the operational execution of the TRADOC FP mission.

(b) Provide the HQ TRADOC Antiterrorism Officer.

(c) Plan and execute the AT Working Group and AT Executive Committee IAW the DCG/CofS-approved charter. Provide the AT Working Group chair.

(d) Develop, coordinate, and conduct AT operational assessments at TRADOC-affiliated installations and USAAC. Coordinate Joint Staff Integrated Vulnerability Assessments.

(e) Develop and implement the TRADOC Core Vulnerability Assessment Management Program.

(2) Develop and implement the TRADOC Domestic Criminal and AT Intelligence Program.

(a) Develop and implement the TRADOC Threat and Local Observation Notice reporting system in the Joint Protection Enterprise Network.

(b) Collect, analyze, and disseminate FP domestic threat information for TRADOC.

(c) Prepare the TRADOC annual terrorist threat assessment.

(d) Operate the HQ TRADOC FP Intelligence Fusion Cell and provides a member to the Regional FP Intelligence Fusion Cell.

(3) Develop and implement the TRADOC PS Program.

(a) Serve as the TRADOC Physical Security Officer.

(b) Manage CP 19, Physical Security Specialist, for TRADOC.

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(c) Issue physical security inspector credentials to TRADOC-affiliated installations, commands, and activities.

(d) Manage the PS portion of the HQ TRADOC Chemical Surety Program and provides a member to the HQ TRADOC Chemical Surety Board (CSB).

(e) Provide TRADOC representative to the HQDA Physical Security Review Board and the HQDA Physical Security Equipment Action Group.

(4) Develop and implement the TRADOC MWD Program.

(a) Coordinate and provide TRADOC MWD support to the U.S. Secret Service and civilian law enforcement agencies.

(b) Develop, coordinate, and conduct TRADOC MWD certification and technical assistance visits.

(5) Integrate and synchronize detainee operations efforts across the DOTMLPF domains IAW HQ TRADOC's supporting plan to detainee operations. Provide the TRADOC representative to the HQDA Senior Detainee Operations Oversight Council.

(6) Provide staff management of the TRADOC Corrections Program and coordinates with senior mission commanders and installation garrison commanders.

(7) Manage TRADOC requirements and execution of five MDEPs: antiterrorism, physical security, law enforcement, corrections, and modified table of organization and equipment (MTOE) units.

(8) Provide staff management for the manning, equipping, force structure, employment, and deployment of TRADOC's military police units, detachments, and military working dog assets.

(9) Assist DCSPIL by providing analysis of crime statistics for the TRADOC Risk Reduction Program. Provide a member to the HQ TRADOC Executive Council for Risk Reduction.

(10) Man the FP Cell in the TRADOC CAT as required.

(11) Administer the HQ TRADOC Centralized Operations Police Suite.

(12) Monitor the National Crime Information Center Program.

(13) Assist TRADOC FC by developing and reviewing force protection concepts and requirements determination.

(14) Assist senior mission commanders and installation garrison commanders in their law enforcement mission.

(a) Coordinate the TRADOC response to plans, policies, and programs.

(b) Issue military police investigator (MPI) credentials to TRADOC-affiliated installations.

(c) Endorse MPI civilian clothing allowance requests to HQDA.

(15) Assist USAAC with FP-related plans, policies, and programs for recruiting stations and ROTC detachments.

8-7. Training Plans and Capabilities Review Directorate.

a. Mission. The TPCRD is the TRADOC lead for all operational and functional training plans, the ACP, and TR 10-5; assist TRADOC FC in facilitating and promulgating joint and Army training, leadership, and education (TLE) strategies; and synchronize TLE-related S&T, experimentation, and TLE capabilities developments. Ensure TLE efforts are integrated and coordinated with TRADOC FC, MSCs, centers, and schools.

b. Organization. The TPCRD consists of five divisions: Plans; Training, Leadership and Education, S&T, and Experimentation; Concepts and Plans; Future Force Training; and Army Modernization Training (AMT) Policy and Current Force.

c. Functions.

(1) Serves as TRADOC lead for management of the ACP and the integration and execution of ACP directives and initiatives into TRADOC plans and strategies ICW TRADOC MSCs, centers, and schools.

(2) Serves as TRADOC lead for development, management, and implementation of operational and functional plans in support of the training base ICW TRADOC MSCs, centers, and schools.

(3) Provides staff management and coordination of Office of Institutional Army Adaptation (OIAA), Army Force Generation (ARFORGEN), and Quadrennial Defense Review training base implications.

(4) Serve as TRADOC lead for TR 10-5.

(5) Manage the institutional training and leader development line of operation and major objective 7-5 (Organize Institutional Training and Leader Development to Support an Army at War, and to Facilitate the Future Force) in the ACP.

(6) Coordinate TRADOC input to Chapter 5, AR 350-1.

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(7) Provide policy and guidance for managing TRADOC's instructor manpower resources for Army modernization training.

(8) Provide the DCSOPS&T representative to the annual TRADOC system manager (TSM) review.

(9) Assess and develop DCSOPS&T position on TRADOC, Army, DOD, and joint policies impacting TLE.

(10) Prepare and present briefings designed to communicate TRADOC's training vision.

(11) Staff, analyze, and prepare DCSOPS&T input to organization design requirements in the force design update process.

(12) Assist CAC, HQDA DCS, G-1 and G-3/5/7 by facilitating coordination with MACOM, corps, and division G-3 training offices for training requirements and MTTs to support units executing modular conversion, GWOT, and reset.

(13) Assist TRADOC FC by accomplishing the following:

(a) Develop the TLE force operating capabilities (FOC) for TRADOC Pamphlet (TP) 25-66.

(b) Support human dimension FOC development and management of TLE research, studies, and experimentation.

(c) Analyze and define TLE FOC to identify specific issues, problems, or roadblocks and coordinates with TLE S&T agencies.

(d) Manage TLE supporting advanced technology objectives and advanced technology demonstrations as part of the Army S&T Program. Develop TLE technology shortfall assessments to include tasks, conditions, and standards to overcome the shortfall.

(e) Coordinate transition of TLE S&T research and study products to appropriate sponsors and leads or into the experimentation process.

(f) Identify and recommend priorities for TLE studies conducted as part of the TRADOC Studies and Analysis Program.

(g) Manage the identification of TLE study requirements for TRAC, RAND Corporation, Army Research Institute (ARI), and other study agencies.

(h) Manage the identification and prioritization of training experimentation in support of ACDEP development.

- (i) Review TLE Small Business Innovative Research proposals for relevancy and develops milestones, drivers, and roadmaps for training experimentation.
- (j) Provide DCSOPS&T input for training requirements for current force, modular force, and future force.
- (k) Provide the TLE representative to the AR2B and the Stryker integrated process action team video teleconferences (VTC).
- (l) Provide the DCSOPS&T TLE input for chemical, biological, radiological, nuclear, and high yield explosives requirements.
- (m) Provide input on training requirements to JCIDS, the materiel acquisition process, and unit set fielding (USF).
- (n) Assist with integration of TLP into development of concepts and requirements and capabilities.
- (o) Assist in the development of policy and guidance that implement JCIDS.
- (p) Ensure integration of future training implications from concepts, strategies, and plans are consistent with a system-of-systems training approach.
- (q) Monitor FCS complementary system list to ensure that the TLP aspects of their integration into the FCS Program are considered.
- (r) Coordinate TLP issues related to the Quarterly Futures Review.
- (14) Share TLE-related research and initiatives with HQDA DCS, G-3/5/7 and other agencies as required.
- (15) Provide staff management ICW HQDA DCS, G-3/5/7 of AMT policy and Army Modular Force training requirements, MTTs, and Army Training Strategy.
- (16) Coordinate AMT policy and procedures and USF as they relate to the training domain with USAAA and GAO.
- (17) Synchronize Army training and leader development with JFCOM J-7 joint training and leadership initiatives ICW TRADOC FC.
- (18) Serve as the TRADOC lead for planning OIAA implications ICW HQDA DCS, G-3/5/7 OIAA.
- (19) Assist TRADOC STRATCOM Office with STRATCOM planning for TRADOC as the DCSOPS&T representative.

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(20) Provide future force training implications to institutional training directorates within DCSOPS&T to implement changes to current institutional training and, when required, develops training plans and strategies for institutional training.

(21) Provide staff management of integration and synchronization of Army training master plans.

(22) Assist DCSPIL with all base realignment and closure (BRAC) strategies that affect the operation of the training base.

(22) Assist CAC with Army modularity training requirements (such as MTTs) to include support for the ARFORGEN model.

(23) Determine operational impacts of strategic plans, concepts, and strategies.

8-8. Joint and Combined Arms Training Directorate.

a. Mission. Serve as HQ TRADOC staff manager and integrator of joint, combined arms, and JAGO issues. Provide integrated DOTMLPF analyses and recommended solutions to JAGO issues.

b. Organization. The JCATD consists of two divisions: Joint and Combined Arms Training and JAGO.

c. Functions.

(1) Lead TRADOC integration of JAGO; informs TRADOC leadership on critical joint air-ground issues; integrate DOTMLPF solutions; and maintain close connectivity with TRADOC MSCs and other agencies, HQDA, JFCOM, and other Services.

(2) Lead development of the TRADOC T2 Integration Plan ICW CAC.

(3) Lead TRADOC development and implementation of the Joint Knowledge Development and Distribution Capability within DOD T2.

(4) Represent HQ TRADOC in all matters related to the JNTC to include direct coordination with JFCOM's Joint Warfighting Center, the JNTC's Joint Management Office (JMO), and the JMO Operational Management PAT.

(5) Coordinate recommended HQ TRADOC command position for changes to the joint training system.

(6) Assist CAC in the development of policy and resource priorities for the TRADOC portion of the Army's joint, combined arms, and collective training programs.

(7) Assist CAC in development and execution of combined arms and collective training programs.

(8) Assist CAC in development of TRADOC L-V-C requirements for joint integration of Army CTC training environments through the JNTC PAT process.

(9) Assist TRADOC FC in developing the HQ TRADOC command position on issues of interest to the JFCOM-sponsored command component commanders meetings.

(10) Assist TRADOC FC and CAC in the coordination and integration of combat identification issues.

(11) Develop recommended HQ TRADOC positions for the interservice training summit.

8-9. Leader Development and Education Directorate.

a. Mission. Provide staff management of the Army's institutional leader development and education programs; synchronize proposed leader development policies, initiatives, and resourcing priorities with CG, TRADOC and other command guidance; and coordinate with HQDA, other MACOMs, and other Services on issues pertaining to leader development programs.

b. Organization. The LDED consists of three divisions: Officer and Warrant Officer Education System (OES and WOES), NCOES, and Civilian Education System (CES).

c. Functions.

(1) Manage HQ TRADOC-level staff coordination, synchronization, and integration of the Army's institutional leader development and education programs: OES, WOES, NCOES, and CES.

(2) Tracks integrate, and reports on status of TRADOC-wide Army Training and Leader Development Panel (ATLDP) initiatives. Prepare semi-annual report and delivers semi-annual status update briefing on TRADOC's ATLDP initiatives to HQDA DCS, G-3/5/7.

(3) Review policy recommendations from CAC, staffs across MSCs, and provide HQ TRADOC position on leader development policy to HQDA. Promulgate approved policy and guidance across TRADOC and to appropriate external organizations and agencies. Monitor compliance with approved policy, guidance, and priorities.

(4) Review, assess, and coordinate leader development-related products requiring CG, TRADOC; DCG/CofS; or DCSOPS&T approval and recommends appropriate action. Provide HQ TRADOC-level staff analysis of MSC input on leader development to the command group. Assists in coordination, assignment, and tracking of leader development taskings directed to MSCs.

(5) Review MSC funding prioritization, provide analysis and justification to support the validation process, align requirements with command guidance, and recommend HQ TRADOC

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resource priorities for leader development and education programs. Advise CG, TRADOC and DCG/CofS on the operational impact of resourcing decisions affecting leader development and education programs, initiatives, and goals.

(6) Assist MSCs in support of all OES, WOES, NCOES, and CES courses through facilitation of resource programming, SMDR, and TRAP processes.

(7) Assist CAC with writing TR 350-10.

(8) Lead Army-wide identification of critical common tasks. Coordinate execution of periodic Army-wide surveys and conducts critical task selection process. Assist ATSC in the management of the Army-wide common task test (CTT) Program, to include the approval process for the annual CTT task list for skill levels 1 through 4.

(9) Coordinate CES policy issues with HQDA DCS, G-1 and G-3/5/7 to establish new program parameters. Assist CAC with development of CES concepts, coordination of policy, and development of resource requirements for civilian leader development. Monitor external civilian education and human resource management initiatives, such as National Security Personnel System and Senior Army Workforce, to identify impacts on and potential for integration with CES.

(10) Provide input on status of leader development initiatives and programs to TRADOC-level system tracking mechanisms including SRS and R&A.

(11) Review Training Requirements Analysis System (TRAS) documents for all leader development course POIs as part of the HQ TRADOC staff assessment process for POIs.

(12) Monitor and synchronize policy issues affecting leader development initiatives to ensure leader development and education milestones are achieved.

(13) Coordinate leader development and education issues with external agencies to include DOD, HQDA, other Army MACOMs, joint organizations, other Services, academia, and industry in order to provide TRADOC positions and receive taskings and requests for support.

(14) Provide a voting member to the Leader Development COC and supports the TLGOSC. Coordinate, provide input, and participate in other leader development-related conferences, meetings, and VTCs as required.

(15) Provides information on TRADOC's leader development programs and plans by presenting briefings at conferences, senior leader orientations, and to visiting foreign dignitaries as requested. Advises allies in the development of professional development courses and participates in foreign army staff talks.

(16) Issues TRADOC guidance for school participation in the annual German Army Individual Development and Advancement Phase Program.

(17) Leads General Douglas MacArthur Leadership Award process to include issuing guidance and conducting the general officer review board.

(18) Provides TPCRD DCSOPS&T staff assessment of concept papers and program documents to evaluate leadership and education issues.

8-10. Individual Training Directorate.

a. Mission. Provides HQ TRADOC staff management of individual institutional training; develops training strategies; and validates resource requirements and recommends resource priorities for individual institutional training programs and processes to include: IET, general skills and functional training, aviation training operations and standardization, interservice training, and other special programs for active and reserve Soldiers.

b. Organization. The ITD consists of four divisions: Training Strategies and Policy, Initial Entry Training, Aviation, and Interservice Training.

c. Functions.

(1) TRADOC lead for Army ITRO and Army interservice training. Coordinates interservice training strategies and resource requirements with training proponents and other Services (including the U.S. Coast Guard and Healthcare Interservice Training Office) and monitors implementation in TRADOC schools.

(a) Develops and monitors guidance, policies, procedures, and responsibilities relating to the management and conduct of interservice training at TRADOC and other Service schools in AIT and functional training. Assists MSCs and schools in resolving ITRO-related issues.

(b) Provides the Army ITRO Steering Committee member and provides the ITRO Secretariat Service lead every fourth year.

(c) Provides the facilitator and hosts ITRO studies directed by the ITRO Executive Board, Deputy Executive Board, and the JCS.

(d) Provides Army input to AR 351-9.

(e) Manages ITRO funding development and manpower standards.

(2) Assists USAAC by writing the IET capstone regulation, TR 350-6.

(3) Performs HQ TRADOC staff management of institutional training policies and programs.

(4) Reviews TRAS documents (course administrative data (CAD), POIs, and individual training plans) for initial entry and functional training as part of HQ TRADOC staff assessment process for POIs.

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(5) Provides HQ TRADOC staff management of and recommends policy guidance ICW CAC on operations of the Western Hemisphere Institute for Security Cooperation and the Defense Language Institute Foreign Language Center.

(6) Receives, researches, and responds to inquiries from the field on individual training issues ICW TRADOC MSCs.

(7) Provides HQ TRADOC staff management of aviation training programs to include unmanned aerial vehicles and unmanned aerial systems.

(a) Provides staff management of TRADOC air traffic activities including: flying hours, aircraft distribution, aviation standardization, and air traffic and airspace mission areas.

(b) Provides SME support for aviation training and simulation requirements, aviation transformation, and aviation training support.

(c) Conducts aviation resource management surveys to ensure schools are in compliance with regulations and policy.

(8) Assists MSCs in developing new training strategies and resource requirements and monitors implementation.

(9) Provides staff management of individual training doctrine and assists CAC in developing selected training doctrine.

(10) Assists USAAC by inspecting “separate and secure” policy implementation during the conduct of assistance and assessment visits.

(11) Updates the DCG, IMT on current IET issues as required.

(12) Assists USAAC by coordinating IMT policy, guidance, and standards for all aspects of related training activities and recommends funding priorities to the TRADOC DCG/CofS.

(13) Assists TRADOC FC by providing a member to ICTs as needed.

(14) Coordinates long-term planning requirements related to training with HQDA DCS, G-1, G-3/5/7, and IMA.

8-11. Personnel Proponency Directorate.

a. Mission. Serves as the personnel developer to coordinate, integrate, and synchronize personnel life-cycle management (the “P” of DOTMLPF) for TRADOC and selected non-TRADOC branch, FA, and CMF personnel proponents.

b. Organization. The PPD consists of a single office organized by functional expertise with individual action officers assigned as SMEs for specific TRADOC and non-TRADOC branches, FAs, areas of expertise, and recurring missions.

c. Functions.

(1) Assists TRADOC FC by managing the “P” domain of DOTMLPF for TRADOC and non-TRADOC branches and FAs in the CNA and JCIDS processes. Provides input to TRADOC FC ICW TPCRD.

(2) ICW HQDA DCS, G-1, conducts personnel proponency action officer training workshops for TRADOC and non-TRADOC branch, FA, and CMF personnel proponents.

(3) ICW HQDA DCS, G-1, conducts personnel proponent conference and workshops to update and provide guidance to TRADOC and non-TRADOC branch, FA, and CMF personnel proponents on Army-wide initiatives and policies affecting officers, warrant officers (WO), NCOs, and DA civilians.

(4) Mediates conflicting personnel proponency-related issues among TRADOC subordinate activities.

(5) Manages the Project Warrior Program and related policy.

(6) Provides HQ TRADOC representative at the Officer Personnel Management System and Enlisted Personnel Management System COC.

(7) Coordinates officer, WO, and enlisted personnel management studies for HQDA and leads selected personnel studies.

(8) Coordinates and synchronizes TRADOC branch functional reviews and provides results to HQDA.

(9) Collates and disseminates U.S. Army Enlisted Records Evaluation Center (USAEREC) R&A reports following each promotion board.

(10) Provides HQ TRADOC staff management for military occupational classification structure (MOCS) proposals (revisions to areas of concentration, FA, CMF, military occupational specialty (MOS), skill qualification identifier, and additional skill identifier) within the context of DOTMLPF. Provide TRADOC position to HQDA.

(11) Monitors TRADOC and non-TRADOC branch, FA, and CMF personnel proponent compliance with applicable personnel proponency regulatory guidance.

(12) Coordinates, reviews, and synchronizes utilization policies of Women in the Army. Provide HQ TRADOC responses to Defense Department Advisory Committee on Women in the Services issues.

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- (13) Coordinates and monitors TRADOC support for the HQDA Branch Detail Program.
- (14) Coordinates, monitors, and assists development of HQDA military personnel management policies.
- (15) Integrates and coordinates AC, USAR, and ARNG Army-wide personnel proponent issues to determine Army impact.
- (16) Assists TRADOC FC by coordinating MOCS proposals that support manpower and personnel integration production in the materiel acquisition process.
- (17) Prepares and disseminates branch chief certificates of charter for CG, TRADOC signature.
- (18) Assists TRADOC FC with analyzing personnel domain implications in force design updates.
- (19) Assists USAAC with development of officer accessions and WO appointment policies.
- (20) Assists USAAC with Soldier personnel quality issues such as raising general technical scores.
- (21) Reviews, recommends, and coordinates personnel management policy with HQDA and HRC.
- (22) Assists HQDA DCS, G-1 and HRC with policy guidance for commissioned officer, WO, and enlisted personnel management systems.
- (23) Assists HQDA DCS, G-1 and HRC with collecting, performing quality assurance of, obtaining TRADOC CSM approval for, and submitting to HQDA and USAEREC personnel proponent branch guidance used by centralized enlisted selection boards.
- (24) Assists HQDA DCS, G-1 and HRC with development of career and professional development models and with Army human resources transformation.

8-12. Training Development and Delivery Directorate.

a. Mission. Develops and provides systematic plans, policy, management and resource requirements, coordination, and execution for: chemical surety, the Army Distributed Learning Program, learning strategies, M&S in support of training, quality assurance, training development, and staff and faculty development programs.

b. Organization. The TDADD consists of six divisions: Chemical Surety, Distributed Learning, Learning Strategies, Modeling and Simulations, Quality Assurance, and Training Development and Staff Management.

c. Functions.

(1) Leads the operational execution of TRADOC's Chemical Surety Program.

(a) Manages all TRADOC chemical surety issues and executes policy developed by the CSB.

(b) Provides recommendations on all chemical surety waiver and exception requests to the DCSOPS&T.

(c) Assists the Maneuver Support Center (MANSCEN) and the U.S. Army Chemical School with management and support of the Chemical Defense Training Facility (CDTF).

(d) Manages TRADOC coordination with HQDA DCS, G-3/5/7 for regulatory requirements adherence, exemptions, waivers, and all other matters pertaining to chemical surety.

(e) Coordinates with Army Materiel Command (AMC) for external SME support for internal and external TRADOC and MANSCEN chemical surety inspections and chemical surety management reviews.

(f) Coordinates with IMA for security guards, firefighters, and other installation infrastructure support. Coordinate with local facilities and municipalities for external medical, firefighting, and other functions to support the CDTF during an incident involving Chemical Accident Incident Response Assistance.

(2) Serves as the TRADOC Program Integration Office for The Army Distributed Learning Program (TADLP).

(a) Develops and implements policies, plans, and programs for TADLP throughout the Army training environment.

(b) Identifies and manages functional requirements for the Army's Learning Management System, deployed digital training campus, and digital training facilities.

(c) Manages advanced distributed learning T2.

(d) Identifies functional requirements for the Army Training Information Architecture-Operational Architecture ICW TRADOC FC.

(e) Implements TRADOC Classroom XXI Program and all automated technology-enhanced classrooms.

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(f) Develops, plans, and provides staff management to establish lifelong learning centers across TRADOC.

(g) Manage the Secretary of the Army Distance Learning/Training Technology Subcommittee for the ADCSOPS&T.

(h) Assists MSCs with development of policy, staffing, planning, and resource requirements for implementing all technology-enhanced classrooms.

(3) Leads the Army's QA Program and accrediting process for training and leader development at all Army institutions (TRADOC and non-TRADOC, military and civilian, with the exception of USAWC and the U.S. Army Military Academy).

(a) Manages evaluator certification, coordination, and execution of the QA Program and accreditation initiatives. Develop strategic direction, policy, accreditation standards, and resource management requirements.

(b) Leads the TRADOC Accreditation Coordinating Council for development of accreditation policy and standards, the Accreditation Higher Headquarters Issues COC, and the Accreditation Higher Headquarters Issues GOSC.

(4) Develops policy and guidance for TRADOC staff and faculty training and certification and the selection of the TRADOC Instructor of the Year.

(5) Provides functional input during the development of emerging automated training development support systems such as Automated Systems Approach to Training and Training and Doctrine Development (TD2) Management System.

(6) Manages the training and doctrine product workload via the TD2 Management System.

(7) Develops and promulgates TR 350-70.

(8) Provides staff management of training, exercise, and military operations (TEMO) and assists CAC with TEMO domain issues.

(9) Coordinates new M&S programs and policy in support of training with DOD agencies ICW TRADOC FC.

(10) Assists TRAC by reviewing training and cost effectiveness studies.

(11) Develops and promulgates new learning strategies to improve Army training.

(a) Manages and provides policy guidance for integration of learning strategies ICW academia and industry.

(b) Shares research and guidance and coordinates learning strategy conferences with the U.S. Navy (USN) Learning Strategies Consortium and Committee on learning and instructional strategies.

(c) Assists ARI with training studies using new technologies.

(d) Evaluates and integrates new training strategies into the Army training base.

(e) Identifies new distance learning methods, technologies, and policies through coordination with the Secretary of the Army Distance Learning Training Technology Subcommittee, academic institutions, and industry.

(f) Identifies the configuration of future immersive training development teams. Coordinate with industry and academia.

(12) Assists CAC by planning, developing policy, and managing the Institutional Digital Education Plan (IDEP), a program to establish and integrate Army Battle Command System training capability into TASS.

(13) Coordinates IDEP planning, programming, budgeting, and execution (PPBE) submissions ICW CAC.

(14) Coordinates individual digital training development and initiatives across the Army.

8-13. Training Program Analysis and Evaluation Directorate.

a. Mission. Provide analysis and evaluation of individual training and leader development and education programs. Assist DCSOPS&T in policy development, staff management, and resource coordination for program analysis and evaluation of TRADOC centers and schools.

b. Organization. The TPA&ED consists of the Analysis Office and the Management and Evaluation Office.

c. Functions.

(1) Provide independent analytic support to DCSOPS&T to support decisions and prioritization of training programs. Perform staff management functions for analysis, integration, and prioritization of resources across DCSOPS&T-managed training programs.

(2) Prepare TRADOC training center assessment for submission to the Vice Chief of Staff, Army. Coordinate input from across TRADOC staff, develops special topics, and executes supporting analysis.

(3) Prepare DCSOPS&T input for the R&A to CG, TRADOC. Coordinate input from across DCSOPS&T directorates and supporting agencies. Develop and analyze special topics ICW SMEs.

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(4) Collect, evaluate, and analyze training data for HQDA Strategic Readiness Update (SRU). Coordinate staff analysis of SRU and develops briefings to prepare TRADOC senior leaders for SRU VTCs.

(5) Collect analyze, and prepare DCSOPS&T input to the SRS and the TSR.

(6) Prepare, collect, and analyze TRADOC input to the Institutional Training Readiness Report for submission to Congress.

(7) Analyze TRADOC attrition data for trends and reports findings to DCSOPS&T, USAAC, and HQDA DCS, G-1. Develop TRADOC attrition report for SRU and R&A.

(8) Analyze TRADOC trainee, transient, holdee, and student (TTHS) data for trends and reports findings to DCSOPS&T, USAAC, and HQDA DCS, G-1. Develop TRADOC TTHS report for SRU and R&A.

(9) Conduct specialized management studies by direction of the DCSOPS&T and the ADCSOPS&T.

(10) Coordinate resource issues that span multiple DCSOPS&T directorates and monitors resource priorities for DCSOPS&T.

(11) Provide DCSOPS&T representative to the AR2B VTC.

(12) Provide DCSOPS&T primary interface with DCSRM. Co-chair the Mission and Resources Board (MRB) with DCSRM. Advise DCSOPS&T senior leadership on resource issues and prepares them for participation in senior resource councils and other resource committees as required.

(13) Coordinate, validate, and prioritize training unfinanced requirements (UFR) within DCSOPS&T. Maintain DCSOPS&T UFR priority list and coordinates requirements and UFR validation ICW directorate SMEs.

(14) Assists the DCSOPS&T Executive Office in managing Army Management Headquarters Activity (AMHA) account for DCSOPS&T ICW DCSRM.

(15) Assists the DCSOPS&T Executive Office in managing contractors and contractor issues within DCSOPS&T.

(16) Coordinates and develops the DCSOPS&T position on GAO, USAAA, IG, and TRADOC IRAC audits and inspections.

(17) Administers the MCP within DCSOPS&T.

(18) Coordinates DCSOPS&T input on productivity improvement programs such as Productivity Enhancement Program (PEP) and Army Business Initiative Council (ABIC).

(19) Assists TPCRD with assessing implications of BRAC implementation plans on training base operations.

8-14. The Army School System Directorate.

a. Mission. Manage implementation of TASS with special emphasis on individual institutional training in the RC to ensure a single standard for the Army. Establish policy, guidance, and procedures for operation of effective and fully integrated Active Component (AC)/RC schools. Provide the communication conduit between the HQ TRADOC, NGB, USARC, and proponent schools.

b. Organization. The TASSD consists of four divisions: Human Resources, Operations, Training Management, and Information Management.

c. Functions.

(1) Manages the TRADOC Title XI of the FY 1993 National Defense Authorization Act (TXI) Program, a congressionally-mandated AC to RC support program that positions TXI advisers at TASS battalions, proponent schools, and HQ TRADOC. Enhance RC training at the TASS battalions through institutional accreditation, instructor certification, and review of courseware.

(2) Serves as lead for TR 350-18.

(3) Plans and executes the annual TRADOC RC General Officer Conference.

(4) Provides TASSD representation at appropriate individual training COCs.

(5) Performs HQ TRADOC staff management of the institutional accreditation of the RC TASS battalions in support of the TRADOC QA Program.

(a) Resolves RC TASS accreditation and implementation issues and forwards to appropriate agencies.

(b) Monitors accreditation standards, efficiencies, and resources.

(c) Provides funding and manpower to the proponent schools to facilitate implementation.

(d) Establishes and maintains a database for determining significant trends. Track issues through accreditation reports to identify systemic trends.

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(e) Analyzes data and provides summary statistics that measure TASS performance ICW USARC and NGB. Provides reports on RC institutional training trends and findings as required.

(6) Coordinates issues with DA, FORSCOM, NGB, and OCAR/USARC on all matters relating to TASS. Act as TRADOC liaison office to the RC for TASS implementation.

(7) Manages support for TRADOC TXI Soldiers to include all personnel actions (requisitions, leave and pass, awards, permanent change of station (PCS) and retirements), IM support (laptop control and maintenance), funding, and TDA management actions. Supervise TASS battalion TXI through the senior TXI at each proponent school.

(8) Assists with the application of the Army Distance Learning Program (ADLP) courseware and facilities in the presentation of The Army Training System Courseware (TATS-C) by TASS battalions with NGB and USARC. Facilitates ADLP implementation by resolving RC facility support and fee-for-use issues at locations where digital training facilities from one component are required to support all Army training.

(9) Approves or disapproves waivers for TATS-C exemptions or exceptions.

(10) Manages training ammunition requisitions in support of RC TASS.

8-15. Training Operations Management Activity.

a. Mission. Plans, coordinates, and manages documenting, programming, scheduling, logistic management, and training management operations for Army courses conducted in the TASS during peacetime and mobilization.

b. Organization. The TOMA consists of three divisions: Operations, Programs, and RC Support.

c. Functions.

(1) Develops the Army's fiscal year Mobilization Army Program for Individual Training.

(2) Integrates and synchronizes resources required for TRADOC to train the load ICW DCSRM and DCSPIL.

(3) Provides HQ TRADOC representative at the HQDA SMDR.

(4) Manages TRADOC-approved course data for Army Training Requirements and Resources System (ATRRS).

(5) Coordinates with FORSCOM on mobilization missions and mobilization installation alignments for Army Reserve divisions (Institutional Training) (DIV (IT)), Army Reserve TASS battalions, ARNG TASS battalions, and training support units that augment the TRADOC training base.

- (6) Writes TP 350-70-8 and Chapter II-8 of TR 350-70.
- (7) Plans, programs, and manages input into the training base for the Army, other Services, and foreign students.
- (8) Provides guidance to TRADOC schools for class scheduling.
- (9) Manages current year student quota changes for TRADOC courses.
- (10) Plans and coordinates TRADOC school participation in mobilization training base expansion exercises and reception battalion mobilization exercises.
- (11) Develops and maintains Annex T (training) of the TMOPES.
- (12) Develops and coordinates the TRADOC training requirements memorandum (mission letter) that tasks FORSCOM to provide peacetime DIV (IT) organizations to support the training base.
- (13) Validates POI equipment requirements. Assists DCSPIL in identifying equipment requirements and establishing priorities of distribution and assists DCSRM in documenting equipment requirements.
- (14) Recommends priorities for TRADOC training-related facilities portion of the TRADOC Military Construction, Army (MCA) list and the unspecified minor MCA list for DCSOPS&T's recommendations to the CG, TRADOC and DCG/CofS.
- (15) Provides staff management of TRADOC course growth.
- (16) Provides staff management of individual training requirements for deploying USAF, USN, and U.S. Marine Corps personnel performing Army missions.
- (17) Provides staff management of training ammunition to accomplish the TRADOC training mission including determining requirements, programming and budgeting, monitoring execution rates, and establishing authorization levels.
- (18) Develops and promulgates TR 140-3, TR 350-8, and TR 600-16.

8-16. Security Assistance Training Directorate.

a. Mission. Functions as the Army program manager for U.S. Government-authorized and DOD-executed Security Assistance Training Programs (SATP) that provide Army-managed training to approved countries and international military students in CONUS and outside continental United States (OCONUS) in support of combatant commands (COCOM), Army component commanders, and HQDA security cooperation objectives. Assist the CG, TRADOC as executive agent (EA) for security assistance training.

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b. Organization. The Security Assistance Training Directorate (SATD) consists of two directorate-level FOAs: SATFA and the Security Assistance Training Management Organization (SATMO). The Director, SATD is dual-hatted as the Director, SATFA and provides the CG, TRADOC (as Army EA) and DCSOPS&T direction of the Army SATP.

(1) The SATFA at HQ TRADOC manages the Army CONUS-executed Security Assistance Training (SAT) Program and centrally manages all SATP financial management requirements as directed by HQDA. The SATFA is a HQ TRADOC FOA.

(2) The SATMO at Fort Bragg, North Carolina, manages the Army OCONUS-executed SAT Program. Operate under the operational direction, administration, and logistical support of CG, John F. Kennedy Special Warfare Center and School at Fort Bragg.

(3) The SATFA and the SATMO are TRADOC TDA-authorized organizations whose workload requirements are totally funded externally to TRADOC by the Foreign Military Sales (FMS) Administrative Fund and by Title 22 Foreign Military Financing (FMF) Program Administrative Funds.

c. Functions of SATD.

(1) Represents the U.S. Army EA for the SATP. Functions as overall Army program manager for the Army SATP EA as delegated to the DCSOPS&T.

(a) As SATFA, performs program and staff management for Army CONUS SATP.

(b) As SATMO, performs program and staff management for Army OCONUS SATP.

(2) Functions as the primary TRADOC SAT policy and program execution adviser to the DCSOPS&T and CG, TRADOC for Army-managed SAT CONUS and OCONUS requirements authorized under U.S. Government security assistance sponsorship and other government programs, as directed. Include contracting for training and training support as required.

(3) Serves as the TRADOC lead for preparing, coordinating, and managing TRADOC FMS Administrative Fund and FMF Administrative Fund two-year annual operating budgets and program objective memorandum (POM) requirements submissions for SATFA and SATMO to the Assistant Secretary of the Army (Acquisition, Logistics, and Technology) (ASA(ALT)).

(4) Coordinates Army SATP requirements with Defense Security Cooperation Agency (DSCA), HQDA, other military departments, COCOMs, other Army MACOMs, U.S. security assistance organizations, U.S. and foreign embassies and attaches, and TRADOC MSCs. Advises and provides direct support to the senior SAT specialist at ASA(ALT).

(5) Assists TRADOC FC by coordinating with IAPD on all TRADOC SATP execution in support of the Army International Activities Plan and TRADOC's supporting International Activities Plan.

(6) Provides TRADOC representative at security assistance forums that produce Army SAT requirements, including annual COCOM SAT training program reviews, FMS or FMF case financial management reviews, and security assistance reviews.

d. Functions of SATFA.

(1) Performs staff management for the Army SAT EA in the preparation, coordination, and management of TRADOC-approved military articles and services list courses and administrative information for approved countries and international military students. Maintains web-accessible Army SAT course catalog (Greenbook) and coordinates with TRADOC DCSINT and HQDA on disclosure determinations for all Army training requested by approved foreign countries.

(2) Assists TRADOC MSCs, centers, schools, and activities; Army MACOMs; and selected DOD and commercial activities executing SAT to ensure compliance with AR 12-15, life cycle support of international military students, and execution of the DOD U.S. Field Studies Program. Provide staff assistance for International Military Student Offices (IMSO) at Army and selected DOD schools and training activities. Plans, develops, and executes training programs and training materials for IMSOs.

(3) Serves as TRADOC lead for centralized financial management across all security assistance programs for Army-managed SAT execution in CONUS and OCONUS as directed in paragraphs 2-22a (3) and (5) of AR 12-1.

(4) Monitors compliance of FMS training case legal requirements between Army training activities and participating countries. Coordinates preparation and complete life cycle management of FMS and FMF training cases (to include training lines in AMC-managed material cases) from pre-letter of request through case closure, inclusive of all IT systems requirements with DSCA, HQDA, AMC's U.S. Army Security Assistance Command, and approved countries.

(5) Maintains validated database interfaces (both manual and automated) between Security Assistance Program Management System and ATRRS to include Army training class schedules and quota allocations for international training requirements. Coordinate with HQDA and DCSOPS&T TOMA for all Army-managed SATP requirements within ATRRS processes (SMDR, TRAP, and training execution) to meet COCOM-, Army component commander-, and HQDA-stated security cooperation objectives.

(6) Represents Army SAT for DSCA-directed IT initiatives to include the joint Defense Security Assistance Management System-Training Module. Maintain a database of Army-managed SATP execution to respond to U.S. government agency-approved requests for information. Coordinate with HQDA and DSCA for all Army-managed, SATP-unique, IT system requirements and execution (data, applications, and interfaces).

e. Functions of SATMO.

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(1) Advises and coordinates with DSCA, COCOMs, U.S. Special Operations Command HQDA, other military departments, and MACOMs on the capabilities, availability, suitability, and resourcing of valid Army OCONUS TDY SAT-funded security assistance teams.

(2) Provides personnel actions and finance support to OCONUS team members assigned to PCS security assistance teams. Coordinates with HRC in the management and resourcing of the TRADOC special category account TDA for OCONUS PCS SAT-funded teams.

(3) Functions as the Army lead (IAW paragraph 2-22b (5), AR 12-1) for taskings to CONUS MACOMs and other U.S. Army CONUS activities (less U.S. Army Special Operations Command) for personnel, supplies, equipment, and training support materiel in support of OCONUS TDY SAT team requirements. Include the identification, requisitioning, packing, crating, and shipping of materials, equipment, and life support items to sustain deploying teams. Manage the execution of the Security Assistance Training Team Orientation Course for deploying security assistance team members.

(4) Serves as HQ TRADOC staff manager for contract field service (CFS) teams. Coordinates the establishment and management of CFS contracts and performs necessary surveillance and quality control.

8-17. Army Training Support Center.

a. Mission. Manages, plans, integrates, implements, and sustains specific training support programs, products, services, and facilities that support training across all training domains, TRADOC's missions, and the Army.

b. Organization. The ATSC is a TRADOC FOA. The ATSC consists of an Operations Office and seven directorates: Training Support Plans and Concepts, TRADOC Program Integration Office-Live, Individual Training Support, Training Support Assistance and Integration, Army Training Information Systems, Support, and Resource Management.

c. Functions.

(1) Serves as HQDA EA for:

(a) Graphic training aids management.

(b) The training aids, devices, simulators, and simulations (TADSS), including tactical engagement simulation.

(c) Fielded devices inventory and management.

(d) Training mission area.

(e) Sustainable Range Program, including the Range and Training Land Program, and Integrated Training Area Management.

(f) Standards in Training Commission.

- (2) Provides DCSOPS&T support to institutional training base operations.
- (3) Assists CAC with the development of guidance and management for the strategic direction of training support to the Army and TRADOC MSCs, centers, and schools.
- (4) Assesses long-, mid-, and short-range planning to maintain and sustain training support operations.
- (5) Reviews and provides training support input to the development of doctrine, concepts, and policy for institutional, operational, and self-development training and leader development.
- (6) Manages the design, development, and delivery of distributed learning (DL) products and services (includes DLXXI contract management support) and provides worldwide DL support to train the Army, DOD, and other federal agencies. Manages and implements video-teletraining (VTT), VTT sites, satellite education network, and other training support system (TSS) reach collaboration tools.
- (7) Performs technical testing of Army distributed learning (ADL) courseware to ensure compliance with ADL standards and playability in Army-designated digital classrooms and learning management systems.
- (8) Manages the Army Training Help Desk.
- (9) Assists TRAC with training support training effectiveness analysis and studies.
- (10) Manages the DA Multimedia Visual Information Production and Distribution Program for TRADOC.
- (11) Develops and sustains a deployed training support team and training support representative capability.
- (12) Assists Army training support centers by assessing and validating personnel and resource requirements for HQDA and provides TRADOC-fabricated devices to Army training support centers.
- (13) Serves as the HQ TRADOC lead for TADSS FMS.
- (14) Develops and maintains the Training Support Master Plan and supporting database.
- (15) Validates new equipment training team personnel requirements.
- (16) Develops and sustains embedded training policy and guidance in TP 350-37.
- (17) Serves as DCSOPS&T lead for support to USF.
- (18) Reviews and staffs all non-ICDT-related STRAPs for DCSOPS&T approval.
- (19) Assists TRADOC FC by reviewing and obtaining DCSOPS&T endorsement of STRAPs generated by ICDTs.

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(20) Assists TRADOC MSCs by developing integrated training support strategies consistent with DOTMLPF requirements and Army T2 initiatives.

(21) Provides co-chair of program management reviews and training support work group in support of the TLGOSC.

(22) Provides training support capabilities to support operational units.

(23) Reviews, provides input to, and executes training support requirements for operational needs statements ICW TRADOC FC.

(24) Manages the design, development, and execution of displays, graphic elements, and marketing products for CG, TRADOC.

(25) Assists TRADOC MSCs by providing training management, development, and delivery tools in support of the doctrine, training, leader, and combat development processes. Provide integrated training support products, services, TADSS, and facilities to support training and education.

(26) Serves as the TRADOC Program Integration Office for Live Training. Serve as TRADOC lead for planning and execution of training support for CTCs, OPFOR, and range instrumentation and targets.

(27) Provides the co-chair of the Soldier Program Review.

(28) Assists TRADOC MSCs and schools by serving as course manager and instructor for common core staff and faculty training provided to TASS battalions and TRADOC school staffs.

(29) Manages the development of and distributes the Soldier's Manuals of Common Tasks, CTT, survey of MACOMs for CTT tasks, CTT Notice, Manual for Administration of the CTT, and supporting interactive multimedia instruction lessons.

(30) Distributes TATS-C.

(31) Provides selected training support capabilities to COCOMs required for deploying and deployed units.

(32) Assists TRADOC MSCs, centers, and schools by conducting annual TSS reviews with proponents to identify and resolve TSS issues.

(33) Serves as lead for maintenance and management of the Reimer Digital Library.

(34) Assists TRADOC MSCs, centers, and schools by managing the Army Correspondence Course Program and providing student services operations.

(35) Executes the Army Doctrine and Training Literature Program.

(36) Assists the Army Modular Force in identifying and obtaining training support mission essential requirements.

(37) Assists USAAC by providing the integrated training support capabilities required to support accessions including Army Recruiting Information Support System and Reception Battalion Automated Support System.

(38) Manages the Army Training Information Management Program.

(39) Assists TRADOC FC by accomplishing the following:

(a) Provides training support input to the analysis of alternatives as described in JCIDS.

(b) Provides training support input to the training and leader development annex of the AMP.

(c) Provides training support input to the TRADOC CNA process and FCS and Soldier as a System requirements.

(d) Provides input to policy and guidance on the development and implementation of new and/or improved systems.

(e) Analyzes training support implications for future systems within the Army Research, Development, and Acquisition Program.

(f) Identifies training support implications for battle lab activities. Coordinates and validates training support research and development, S&T, and experimentation.

(g) Provides input to and develops integrated training support concepts for the ACDEP S&T initiatives.

Chapter 9

Deputy Chief of Staff for Personnel, Infrastructure, and Logistics

9-1. Mission of the Deputy Chief of Staff for Personnel, Infrastructure, and Logistics.

Serve as the senior adviser to CG, TRADOC on military and civilian personnel, logistics, engineering, environmental, and integration of base support programs. The DCSPIL develops policy, recommends priorities, and manages resources to manage TRADOC mission-specific support functions.

9-2. Organization of the Deputy Chief of Staff for Personnel, Infrastructure, and Logistics.

The DCSPIL consists of five directorates: Adjutant General (AG), Civilian Personnel, Engineer, Integration and Support, and Logistics ([see fig 9-1](#)).

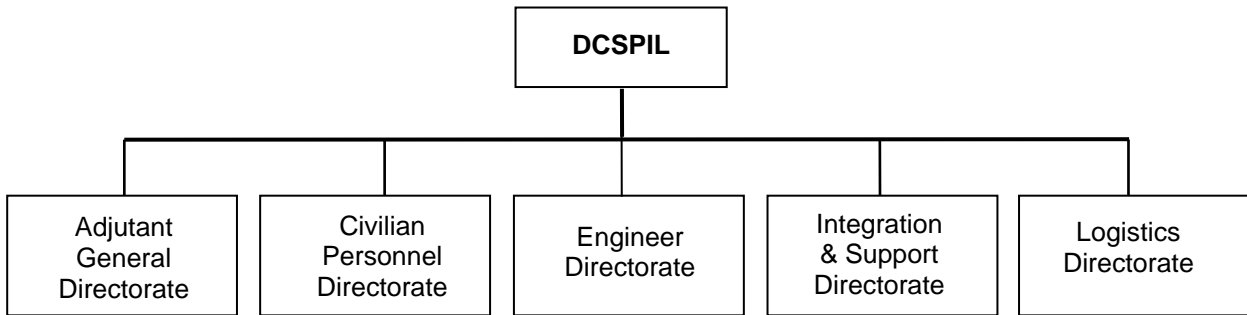


Figure 9-1. Deputy Chief of Staff for Personnel, Infrastructure, and Logistics organization

9-3. Functions of the Deputy Chief of Staff for Personnel, Infrastructure, and Logistics.

Serve as an assist to TRADOC FC in the core function area of requirements determination by determining facilities implications during the JCIDS analysis of Army concepts and the development of required capabilities. Identifies, plans, and coordinates changes required from these implications. Additionally, by the very nature of its mission DCSPIL's support crosses all the core functions and all the key enablers.

9-4. Adjutant General Directorate.

a. Mission. Provide military personnel management and guidance for the CG, TRADOC. Support commanders, staff, and Soldiers of TRADOC organizations by executing personnel programs and support functions, monitoring personnel readiness, and managing military strength. Provide staff management of the TRADOC Equal Opportunity (EO) Program and retention support to TRADOC's organizations.

b. Organization. The AG Directorate consists of five divisions: Military Personnel Support (MPSD), Readiness/Strength Management (RSMD), Operations and Command Support (OPS&CSD), TRADOC EO, and TRADOC Retention.

c. Functions.

(1) The MPSD.

(a) Serves as the DCSPIL mobilization planner and directorate integrator for all mobilization, AMOPES, and TMOPES actions.

(b) Manages TRADOC's individual mobilization augmentee and drilling individual mobilization augmentee programs and provides policy and guidance to TRADOC centers, schools, and activities. Coordinate temporary tours of active duty.

(c) Serves as lead for processes and policies pertaining to Soldier readiness processing for TRADOC units and activities.

(d) Manages TRADOC officer eliminations. Provides administrative review; secures legal review; obtains CG, TRADOC decision; and is the conduit between TRADOC centers, schools, and activities and HRC.

(e) Provides guidance on and manages the TRADOC Soldier Voting Assistance Program and the TRADOC Postal Personal Mail Program.

(f) Provides guidance on Army Reserve personnel regulations and policies such as awards, efficiency reports, promotions, and identification cards.

(g) Manages Army gift offers for TRADOC centers, schools, and activities. Provides administrative review of gift offers for completeness, obtains SJA and engineer (building or other permanent structure) approval, and makes recommendation to HQDA concerning acceptance.

(h) Manages the Salutes and Honors Program for TRADOC centers, schools, and activities. Develops and provides TRADOC policy guidance and interprets law and Army policy for military funeral honors and related functions such as funeral honors teams, uniforms, flags, and travel. Approves cannon salutes to officers and officials of four-star or equivalent grade.

(i) Manages the Heraldry Program for TRADOC centers, schools, and activities. Provides policy guidance and administrative review of heraldry requests to ensure completeness, appropriateness, and makes recommendations on request approval.

(j) Manages the Memorial Program for TRADOC centers, schools, and activities. Provide policy and administrative guidance for actions requiring HQDA or SA approval.

(k) Manages the TRADOC Military Awards Program. Serve as lead for TR 672-6.

(l) Manages TRADOC's International TDY Travel Program for HQ TRADOC and TRADOC centers, schools, and activities.

(m) Manages the Student Travel Program for TRADOC.

(n) Provides guidance pertaining to the officer, enlisted, and academic evaluation reporting systems as required for TRADOC centers, schools, and activities.

(o) Manages and administers the Entrance National Agency Check Program for TRADOC centers, schools, and activities. Verifies waiver eligibility, provides waiver control numbers, consolidates monthly reports, and maintains historical data.

(p) Serves as lead for a broad range of military orders functions and policy for invitational travel orders, NATO orders, award orders, and unit orders. Researches, develops, prepares, and coordinates the publishing of orders.

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(q) Manages and administers the TRADOC Sergeant Audie Murphy Club. Serve as lead for TR 600-14.

(r) Reviews and integrates policy and regulatory guidance on application for and processing of Officer Candidate School and WO candidate applications and waivers.

(s) Provides military personnel services policy and guidance in support of IMT for issues such as tattoo policy, assignments, and MOS reclassifications and renegotiations.

(t) Provides military personnel services policy and guidance in support of TRADOC Soldiers with regard to AR 600-series military personnel-related subjects. Subjects include permissive parachute jumping, TRADOC Leave and Pass Program (such as special leave accrual requests), Weight Control Program, and guidance on the wear of the Army uniform for permanent party and IMT Soldiers.

(u) Monitors and manages TRADOC's centers, schools, and activities nondeployable personnel program and reports quarterly statistics to HQDA DCS, G-1.

(v) Manages military personnel (MILPER) systems integration by providing technical direction to TRADOC centers, schools, and activities. Monitors and integrates program management support for Electronic Military Personnel Office. Serve as TRADOC systems administrator for personnel tempo and Defense Integrated Military Human Resources System.

(w) Serves as MCPM for CP 50, Military Personnel Management.

(x) Serves as lead for TR 600-15.

(2) The RSMD.

(a) Monitors personnel accounting, strength reporting, and database management at TRADOC centers, schools, and activities and recommends procedural changes to improve processes.

(b) Receives, processes, analyzes, and responds to personnel readiness data received from reporting activity crystal reports during the TSR process. Provides feedback to officer and enlisted readiness issues raised by commanders and school commandants during the TSR process through preparation and dissemination of issue sheets.

(c) Works with other HQ TRADOC elements on a variety of issues which have an impact on TRADOC's MILPER strength, for example: Officer Restructuring Initiative, Officer Personnel Management System XXI, DA Master Priority List, and BRAC. Additionally, manages TRADOC personnel programs that are congressionally mandated (such as Ranger Training Brigade staffing and the AC/RC Program) and programs of special interest to the TRADOC leadership.

(d) Manages the detail of senior officers and non-commissioned officers as TRADOC members on HQDA promotion and selection boards, as directed by DA Secretariat.

(e) Serves as TRADOC lead for all matters pertaining to MILPER strength issues to include, when required, selective early retirement, reduction in force (RIF), and early retirement programs.

(f) Lead for officer distribution (both commissioned and WO) and strength accountability in TRADOC to include the management of TRADOC's officer requisition validation in cooperation with HRC. Conduct analysis in conjunction with the TSR and works shortage issues with TRADOC's centers, schools, activities, and HRC.

(g) Coordinates the brigade and battalion level command and TSM slates for TRADOC and monitors these positions within TRADOC.

(h) Monitors the strength posture of several key positions within TRADOC to include small group leaders, TRADOC instructors, and observer/controllers at the CTCs.

(i) Provides guidance and monitors the Chief of Staff, Army-directed personnel annual inventory for TRADOC centers, schools, and activities.

(j) Maintains documentation and management of the Joint Duty Assignment List (JDAL) positions for which TRADOC has lead and serves as TRADOC lead in matters of JDAL policy.

(k) Receives, updates, and distributes Armywide GO personnel roster. Develops, updates, and maintains GO roster for TRADOC GOs. ICW senior TRADOC leadership, research and prepare recommendations for GO membership on HQDA promotion and selection boards.

(l) Monitors enlisted personnel strength for all TRADOC centers, schools, and activities. Assist DCSOPS&T in the management of the TRAP process.

(m) Manages the assignment of drill sergeants to include consolidating and analyzing monthly drill sergeant data, attrition data, and misconduct data. Serves as the conduit for this data among TRADOC centers, schools, and activities; HQ TRADOC elements; HRC; and HQDA.

(n) Manages selected personnel actions for Soldiers assigned to TRADOC (examples include: low cost move, extension, deletion, deferment, and stabilization).

(o) Manages officers in the grades of colonel and below assigned to HQ TRADOC elements and selected field activities to include requisitioning, assignment, and tasking for selected additional duties (such as court martial, AR 15-6 investigations, and survivor assistance).

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(p) Processes promotion and selection lists and assorted personnel actions (such as extension and stabilization requests for MILPER assigned to HQ TRADOC).

(q) Manages enlisted manning for HQ TRADOC.

(r) Lead for enlisted personnel strength accountability in TRADOC to include monitoring enlisted personnel assigned strength, receiving and processing monthly personnel data inputs to the RSMD's internally-developed military strength systems and databases, analyzing shortages, and coordinating with TRADOC centers, schools, and activities' strength managers and HRC. Prepares quarterly consolidated analysis of TRADOC overall IMT personnel posture (both officer and enlisted) at the center, school, and activity level. Identify potential problems requiring higher HQ attention as well as areas requiring MACOM-level and below attention.

(3) The OPS&CSD.

(a) Provides technical training inspections and assistance visits to TRADOC U.S. Army bands. Monitors band personnel management and ensures compliance with prescribed HQDA and TRADOC budget guidance. Serve as lead for TR 600-11.

(b) Provides a team member for USAAC IET assistance visits to assess the human resource support provided to the TRADOC student trainee population.

(c) Conducts AG staff assistance visits to evaluate installation human resource support processes and provide technical assistance to TRADOC centers, schools, and activities ICW the USAAC IET visits.

(4) TRADOC EO.

(a) Manages the CG, TRADOC's EO Program. Assist in development, implementation, and interpretation of EO policies and programs. Understands and articulates DOD and Army policies concerning EO. Reviews Quarterly Narrative and Statistical Report from subordinate commands and consolidates these reports.

(b) Ensures EO staff assistance visits to TRADOC centers, schools, and activities are completed and feedback is provided.

(c) Compiles, analyzes, and briefs EO data, making recommendations for program improvements in development of EO action plans. Assists with EO training, attends EO conferences, and plans ethnic and special observances.

(d) Develops, executes, and manages a budget to help ensure that TRADOC's EO Program is properly resourced.

(e) Monitors and validates the EO adviser manning structures for all subordinate commands.

(f) Coordinates TRADOC participation in HQDA-supported EO recognition programs including the National Association for the Advancement of Colored People–Roy Wilkins Renown Award, the Federal Asian Pacific American Council Meritorious Service Award, the National Image Meritorious Service Award, the League of United Latin American Citizens Meritorious Service Award, the Federally Employed Women National Award, and the TRADOC Equal Opportunity Adviser of the Year Program.

(g) Identifies unlawful discriminatory practices affecting military personnel and family members, initiates corrective actions, and provides follow-up and feedback throughout problem resolution.

(5) TRADOC Retention.

(a) Analyzes TRADOC personnel readiness for signs that will impede the retention effort and reports findings to the DCSPIL, TRADOC CSM, and CG, TRADOC for review.

(b) Assigns retention objectives based on a fair share market to installations and activities.

(c) Maintains, publishes, and monitors statistical reports and projects retention accomplishments based on present and historical analysis.

(d) Reconciles reports to ensure the proper agency is given credit for reenlistments.

(e) Conducts annual staff assistance, site visits, and inspections as required.

(f) Provides guidance and develops, coordinates, and conducts professional development training for leaders and career counselors targeted to the needs of the command.

(g) Conducts and participates in retention program conferences and seminars designed to enhance the program.

(h) Coordinates and conducts the TRADOC Career Counselor of the Year Board.

(i) Coordinates retention matters among installations, activities, and the HQDA Retention Office.

(j) Provides guidance to installations and activities in the establishment and operation of the Army Retention Program.

(k) Advises installations and activities on issues pertaining to eligibility, attrition management, and reclassification centered on all aspects of the Retention Program.

(l) Implements and supports the transition program to ensure personnel are advised of the opportunities of affiliation with the RCs.

9-5. Civilian Personnel Directorate.

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a. Mission. Develops comprehensive human resource strategies that support the TRADOC mission by providing quality advice, assistance, evaluation, and analyses to develop and sustain the civilian work force.

b. Organization. The Civilian Personnel Directorate consists of two functional teams: Human Resources Programs, and Strategic Planning and Evaluation.

c. Functions.

(1) Implements a comprehensive civilian human resource management program throughout TRADOC.

(a) Provides advice and assistance to HQ TRADOC elements on civilian human resource management matters.

(b) Coordinates the civilian human resource management program with decisions and actions in other program areas to ensure adequate and effective civilian human resource programs and services.

(c) Provides advice and assistance to TRADOC senior mission and organization commanders in the administration of TRADOC's Civilian Human Resource Management Program.

(d) Arranges for local civilian human resource management servicing for all TRADOC centers, schools, and activities.

(e) Monitors the effectiveness of both Civilian Personnel Advisory Centers and Civilian Personnel Operations Centers in filling TRADOC positions. Coordinates with both to ensure timely and quality service is provided.

(f) Represents TRADOC's interests to HQDA and assists in developing new or revised Army policies and programs.

(g) Coordinates civilian personnel actions with and obtains necessary approvals from government agencies (within and outside DA) and coordinates actions with non-governmental groups in support of Army and TRADOC programs and policies. This includes clearance and approval for external agencies to implement required personnel management programs such as Title 10.

(2) Conducts planning and evaluation of TRADOC civilian personnel programs.

(a) Manages the Civilian Human Resource Management Evaluation Program. Analyzes and evaluates command civilian human resource management, gives on-site advice and assistance, conducts surveys, provides feedback and follow-up, and makes an annual assessment of TRADOC's Civilian Human Resource Management Program.

(b) Participates as team member and TRADOC liaison with the Civilian Personnel Evaluation Agency in conducting civilian personnel servicing reviews of TRADOC activities.

(c) Develops strategic objectives which support TRADOC mission requirements.

(3) Provides advice and assistance to HQ TRADOC managers regarding planning of work force changes, regionalization, realignments, base closures, and civilian workforce impacts.

(a) Obtains necessary authorities and develops strategies to accomplish work force reductions such as RIF, Voluntary Early Retirement Act, and Voluntary Separation Incentive Pay.

(b) Proposes realistic initiatives such as consolidation, partnership, and retraining to deal with civilian human resource restructuring.

(4) Performs career management functions.

(a) Manages the overall civilian career management and career intern programs for TRADOC to include the management of resourcing, hiring, training, and placement of interns. Serve as principal adviser to TRADOC commanders on civilian career management.

(b) Serves as the MCPM for CP 10, Civilian Human Resource Administration.

(5) Manages TRADOC Labor and Management Employee Relations Program.

(a) Serves as TRADOC lead for civilian performance evaluation programs.

(b) Serves as TRADOC lead for conduct, discipline, and adverse action programs for civilians.

(c) Serves as TRADOC lead for developing hours of work and tours of duty policy and guidance to include alternative work schedules and tele-work programs. Serve as lead for TR 600-18.

(d) Serves as TRADOC lead for policy and guidance for leave administration programs including annual leave, sick leave, military leave, leave without pay, absence without leave, Family Friendly Leave Act, Family Medical Leave Act, leave transfer, and leave for bone marrow transplant or organ donations.

(e) Prepares HQ TRADOC decisions on employee grievances processed under the DA grievance procedure.

(f) Processes civilian awards requiring HQ TRADOC or higher level approval. Serve as lead for TRADOC supplement to AR 672-20. Serve as executive secretary to the TRADOC Incentive Awards Review Board.

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(6) Provides advice and assistance to the TRADOC command group and TRADOC senior executive service (SES) members on all civilian human resource matters related to the SES Program.

(7) Manages civilian human resource mobilization planning and policy.

(8) Serves as TRADOC lead for the Worker's Compensation Program.

(9) Provides administrative management for civilian leader development opportunities for TRADOC to include nominations for the Sustaining Base Leadership and Management Course, the Senior Service College, and the Defense Leadership and Management Program.

9-6. Engineer Directorate.

a. Mission. Provide policy and guidance in the areas of environmental programs and facility standards, construction, utilization, and improvements.

b. Organization. The Engineer Directorate consists of two divisions: Environmental and Engineer Planning.

c. Functions.

(1) Serves as the principal adviser to CG, TRADOC and TRADOC centers, schools, and activities on all engineering and environmental programs issues. Also, serves as functional representative for Installation Status Report Part III for the environmental area.

(2) Serves as TRADOC lead for Army training facility standards (including classrooms and barracks) and provides engineering support to ITRO. Provide facility assessment for studies involving Army training.

(3) Exercises staff management of TRADOC IMT barracks utilization, improvements, and construction program. Provide staff management of the administration, asset management, and operation of IET barracks. Serves as TRADOC lead for construction and modernization and provides policy guidance for the management and utilization of all IET barracks. Develops IET barracks assets management and funding methodology.

(4) Monitors utilization, management, diversions, and conversions of TRADOC's unaccompanied personnel housing assets to support TRADOC's training mission.

(5) Exercises staff responsibility for TRADOC mission unique MCA. Develop facilities impact and construction required to support realignments and special studies. Provide facilities information and analysis of proposed BRAC actions.

(6) Coordinates Engineer Directorate organization and planning for mobilization and contingency operations. Provides engineer representatives to the TRADOC EOC.

(7) Maintains coordination with IMA regions for training facility requirements and usage including requirement adjustments during training surges.

(8) Coordinates TRADOC infrastructure requirements and priorities with TRADOC CIO, IMA, Army Contracting Agency, and Network Enterprise Technology Command (NETCOM).

(9) Manages the TRADOC-wide Environmental Program. Provide environmental program management, technical direction, and support services for organization, training, policy, operation, and administration. Review CDDs for inclusion of applicable environmental considerations. Manage the TRADOC Conservation Program with emphasis on threatened and endangered species impacts on mission.

(10) Manages the TRADOC National Environmental Policy Act (NEPA) Program. Reviews and provides technical support for preparation of environmental analysis and documentation for major actions having the potential to significantly affect the environment where a TRADOC school or activity is the lead.

(11) Serves as TRADOC representative (to include partnering) on NEPA issues with HQDA, IMA, IMA regions, other DA and DOD service components, U.S. Environmental Protection Agency, U.S. Fish and Wildlife Service, and other federal, state, and local regulatory agencies.

(12) Provides TRADOC voting representative on Pillar (Compliance, Conservation, and Pollution Prevention) Technology Teams and provides input to Army research and development initiatives.

(13) In TRADOC's core function of requirements determination, assists TRADOC FC in determining facilities implications during the JCIDS analysis of Army concepts and the development of required capabilities. Identifies, plans, and coordinates changes required from these implications.

9-7. Integration and Support Directorate.

a. Mission. Coordinate with the IMA for base operations, base support, MWR, and family programs. Serves as TRADOC lead for family support, the Sexual Assault Prevention and Response Program (SAPRP), and the Well-Being Program. Provide administrative support to the DCSPIL.

b. Organization. The Integration and Support Directorate consists of two divisions: Integration and Support.

c. Functions.

(1) The directorate accomplishes the following integration functions:

TRADOC Reg 10-5-1

(a) Represents TRADOC interests to HQDA activities to include: Assistant Chief of Staff for Installation Management (ACSIM); IMA; HQDA DCS, G-1; and the Community and Family Support Center.

(b) As TRADOC lead for SAPRP, prepares TRADOC policy, serves on HQDA SAPRP Working Group, develops and conducts annual awareness training and train-the-trainer sessions. Provides advice to TRADOC schools and activities, monitors compliance with HQDA guidance, and prepares reports for TRADOC senior leadership and HQDA.

(c) As TRADOC lead for MWR and family programs, conducts VTCs and briefings with senior leadership and family members, manages the TRADOC Army Family Action Plan (AFAP) annual conference, and participates in the HQDA worldwide AFAP conference.

(d) Coordinates between HQ TRADOC and HQ IMA and/or ACSIM on issues pertaining to installation management. Monitors services provided by common levels of support, Installation Status Report, and Army baseline services. Informs TRADOC staff of changes and prepares reports and recommendations for TRADOC senior leaders.

(e) Communicates with TRADOC centers, schools, and activities on installation management issues. Coordinate with TRADOC senior mission commanders to identify impact on TRADOC missions, Soldiers, and families. Coordinate issues among TRADOC, USAAC, IMA, and other non-TRADOC organizations. Analyzes school and activity input and prepares recommendations to TRADOC senior leaders.

(f) Manages cross-functional staff actions within DCSPIL. Manage DCSPIL input to SRS, TRADOC transformation initiatives, R&A, and the TSR. Perform DCSPIL's STRATCOM mission.

(g) Prepares and reviews BASOPS-related interservice support agreements and memoranda of understanding (MOU) between TRADOC activities and other military and non-military commands, Services, agencies, and activities.

(h) As TRADOC lead for the Army Well-Being Program, provides guidance, evaluation, and technical assistance to TRADOC in implementing programs pertaining to Soldier and family services. Advise the CG, TRADOC concerning services, programs, and resources oriented on improving the health, welfare, and morale of Soldiers, civilian employees, and family members of TRADOC. Participates in HQDA COCs and prepares senior leadership for GOSCs.

(i) Provides TRADOC input to Army and Air Force Exchange Service and Army Emergency Relief. Prepare TRADOC senior leadership for boards of directors (BOD).

(j) Provides matrix support to USAAC for well-being and family programs.

(k) Monitors TRADOC senior mission commanders risk reduction and suicide prevention programs ICW the CSO and Chaplain's Office. Serve as lead for TR 215-2 and TR 600-17.

(l) Coordinates with the TRADOC Chaplain, Safety, and Installation Alcohol and Drug Counseling officers to provide programs for reducing preventable fatalities throughout TRADOC.

(2) The directorate accomplishes the following support functions:

(a) Provides administrative support to the DCSPIL organization, CSO, and EEO.

(b) Manages DCSPIL personnel, budget, and funding issues; TDA and personnel actions; supply; travel; and credit card programs.

(c) Manages the DCSPIL MCP.

(d) Serves as DCSPIL Information Security Officer providing IT support.

(e) Analyzes specific BASOPS functional processes and needs for IT. Perform day-to-day maintenance of DCSPIL IT assets.

9-8. Logistics Directorate.

a. Mission. Develops policy, recommends priorities, and assists in managing resources to meet TRADOC logistics support requirements necessary to recruit, train, and educate the Army's Soldiers.

b. Organization. The Logistics Directorate consists of two divisions: Logistics Management and Logistics Readiness.

c. Functions.

(1) Operations and services.

(a) Exercises staff management of TRADOC supply and maintenance policy, operations, transportation, services, and equipment management. Provides input to the command operating budget and justifies the need for additional manpower and funding to support logistics requirements. Manage the Logistics MCP.

(b) Serves as the MCPM for the supply management, materiel maintenance management, transportation, and ammunition management civilian CPs.

(c) Manages TRADOC-level awards in the logistics field.

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(d) Manages reporting requirements for the TSR in the areas of equipment on hand and equipment readiness. Approve the identification of equipment pacing items and equipment required to be reported. Provide guidance and status of actions to TRADOC commanders.

(e) Performs staff management of IMA transportation services support to TRADOC centers, schools, and activities to include the movement of materiel, personnel movements, personal property shipment, and personal property storage programs.

(f) Approves or disapproves requests for long-term commercial lease vehicles not to exceed 12 months to fill TDA shortages when U.S. General Service Administration-leased non-tactical vehicles cannot meet mission requirements.

(g) Serves as CG, TRADOC's adviser on all matters relating to food service provided to TRADOC permanent party and IET Soldiers. Provide representative for TRADOC at the Army Food Program BODs.

(h) Manages, coordinates, and administers the Command Logistics Review Program. Ensures the TRADOC centers, schools, and activities maintain proper supply discipline and are in compliance with regulatory requirements.

(2) Supply and equipment management.

(a) Manages TRADOC Equipment Loan Program and coordinates with HQDA and AMC for loans of equipment to TRADOC centers, schools, and activities.

(b) Provides guidance to TRADOC centers, schools, and activities in matters of supply policy to include stockage, item management, property accountability, reports of survey, command supply discipline, fuel, and velocity management.

(c) Provides staff management of clothing initial issue points. Act as Army clothing manager for IET Soldiers. Manages HQDA-directed changes to Army clothing bag. Provide policy, procedures, and guidance to training centers on all matters pertaining to Army clothing. Coordinate with Defense Logistics Agency on clothing matters.

(d) Coordinates with HQDA, Soldier and Biological Chemical Command, Project Manager Soldier, TSM Soldier, and TRADOC centers, schools, and activities on organizational clothing and individual equipment (OCIE) requirements and modernization. Manage training mission OCIE stockage requirements.

(e) Manages tactical equipment assets and cross-levels excess equipment among TRADOC centers, schools, and activities to ensure optimum utilization to meet the training mission.

(f) Coordinates with HQDA, AMC, and other TRADOC offices to identify and obtain required tactical equipment to meet the increased mission requirements as a result of TRAPs and other Army-mandated training decisions.

(g) Serves as HQ TRADOC lead for all matters dealing with documented Class II and VII tactical equipment management. Also conducts equipment on hand validation with Logistics Support Activity, HQDA, and AMC.

(h) Coordinates, processes, and manages all force modernization and new equipment fielding actions to TRADOC units.

(i) Provides staff management of weapons pools and consolidated equipment pools at TRADOC centers and schools.

(j) Serves as TRADOC lead for the Distribution Management Program in support of TRADOC schools.

(3) Maintenance.

(a) Manages the Logistics Readiness Program.

(b) Manages and coordinates TRADOC-wide DOD Activity Address Code Program, Army specialized repair activity, and modification work orders.

(c) Provides equipment readiness data for two level-one scorecard equipment measures for the HQDA SRS. Analyze equipment data from level-two scorecards (TRADOC schools). Provide guidance and recommendations to improve equipment readiness to TRADOC commanders.

(d) Ensures visibility, requisition, shipment, and receipt of high priority critical parts which can adversely affect the training mission.

(e) Manages development and fielding of automated logistics systems used for supply, maintenance, and readiness reporting of equipment used within TRADOC. Responsible for ensuring support and sustainment of automated logistics systems once fielded to TRADOC.

(4) Ammunition.

(a) Assists DCSOPS&T TOMA in the management of all training ammunition stocks for TRADOC. Manage Ammunition Program for TRADOC.

(b) Coordinates with HQDA; Joint Munitions Command; Armament, Munitions, and Chemical Command; Defense Ammunition Center; IMA and IMA quality assurance specialists (ammunition surveillance); TRADOC centers, schools, and activities; and other Services to ensure ammunition quality assurance and explosive safety are fully implemented within TRADOC.

(c) Coordinates with DCSOPS&T TOMA to provide policy and guidance to schools on non-standard ammunition required to meet the training mission (such as non-lethal, paint ball, and environmentally safe (green) ammunition).

Chapter 10

Deputy Chief of Staff for Resource Management

10-1. Mission of the Deputy Chief of Staff for Resource Management. Formulates, allocates, administers and validates requirements and monitors the utilization of TRADOC resources (funding, manpower, and equipment) to execute TRADOC missions. The DCSRM also serves as the principal management and financial adviser to CG, TRADOC; assists MSC commanders and staff with finance, resource, and management matters; and is responsible for long-range planning, programming, receipt, distribution, and execution of all resources assigned to TRADOC.

10-2. Organization of the Deputy Chief of Staff for Resource Management. The DCSRM consists of five directorates: Planning, Analysis, and Evaluation (PAED); Budget (BUD); Manpower and Force Analysis (MFAD); Finance and Accounting (FAD); and Management (MD) ([see fig 10-1](#)).

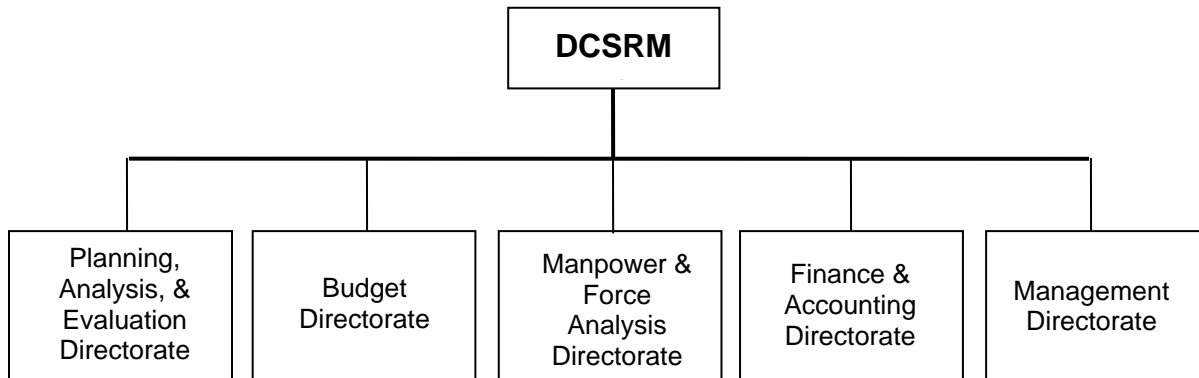


Figure 10-1. Deputy Chief of Staff for Resource Management organization

10-3. Functions of the Deputy Chief of Staff for Resource Management. Although not designated as a lead or assist for any of TRADOC's core functions or key enablers, DCSRM's resource management functions support all the core functions and key enablers.

10-4. Planning, Analysis, and Evaluation Directorate.

a. Mission. Administer the formulation of programs to achieve TRADOC goals, objectives, and Army-wide standards.

b. Organization. The PAED consists of three divisions: Strategic Planning and Integration, Training Programs, and Cost and Modeling.

c. Functions.

(1) Strategic Planning and Integration Division.

(a) Prepares, justifies, and provides to HQDA DCS, G-8 the TRADOC input to the POM and Program Budget Review (PBR). Assist in developing and coordinating the POM and PBR submission and intercommand transfers for all appropriations.

(b) Prepares, justifies, and provides support to HQDA for the Budget Estimate Submission (BES), Justification Book, and Program Budget Guidance (PBG) in all appropriations.

(c) Develops and coordinates MDEP briefs to HQDA for USAAC and TRADOC FC programs. Work with appropriate functional managers to ensure that TRADOC requirements are recognized by the HQDA Program Evaluation Groups (PEG).

(d) Reviews and recommends TRADOC priorities for all resource requirements across the Future Years Defense Program. Ensures USAAC, CAC, CASCOM, and TRADOC FC priorities are considered in the POM and PBR process.

(e) Coordinates, integrates, and submits to HQDA various data requirements and program and budget displays as directed by the Resource Formulation Guidance (RFG) issued each year by HQDA.

(f) Develops, staffs, and coordinates intercommand transfer of resources between TRADOC and other MACOMs and agencies.

(g) Prepares and presents POM briefings for TRADOC senior leaders, USAAC, CAC, CASCOM, TRADOC FC, DCSRM, and various senior leaders internal and external to TRADOC.

(h) Develops, reviews, validates, and forwards TRADOC non-training resource requirements and justification to various HQDA staff elements (primarily HQDA DCS, G-1 and G-8), as needed, for all phases of the PPBE system.

(i) Reviews Defense Planning Guidance (DPG), The Army Plan (TAP), Defense Priority List, DA Priority List, and the Army Programming Guidance Memorandum to ensure TRADOC's non-training requirements have sufficient Army priority. Conduct analysis of DA PBG.

(j) Develops and submits TRADOC joint requirements to JFCOM for the integrated priority list.

(k) Provides program analysis support for the POM to HQ TRADOC elements and subordinate activities as required.

(l) Integrates all POM and PBR resource requirements, decisions, and funding levels within DCSRM.

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(m) Reviews, analyzes, and provides HQDA operational assessments of all program budget decision packages affecting TRADOC.

(2) Training Programs Division. Performs work similar to the Strategic Planning and Integration Division but focuses exclusively on training.

(a) Prepares and coordinates program data and justification for POM and PBR for all training programs within TRADOC.

(b) Develops and coordinates non-CTC training MDEP briefs to HQDA DCS, G-3/5/7. Works with DCSOPS&T and CAC to ensure that TRADOC's training requirements are recognized by the PEGs.

(c) Based on resource input from POM data calls, reviews and recommends training resource priorities for school and activity requirements to DCSOPS&T. Coordinates with USAAC, CAC, and CASCOM as required.

(d) Prepares various training data requirements and program and budget displays for submission to HQDA as directed by the RFG.

(e) Prepares and presents POM briefings (training focused) for DCSRM and various senior leaders internal and external to TRADOC.

(f) Develops, reviews, validates, and forwards TRADOC training resource requirements and justification to various HQDA staff elements (primarily HQDA DCS, G-3/5/7) as needed for all phases of the PPBE system.

(g) Reviews DPG, TAP, Defense Priority List, DA Priority List and the Army Programming Guidance Memorandum to ensure TRADOC's training requirements have sufficient Army priority. Conduct analysis of DA PBG. Review and comment on all STRAPs for resource implications.

(h) Represents DCSRM at the TLGOSC.

(i) Performs program analysis review of the Institutional Training Resource Model (ITRM) training resource requirements. Provide HQDA DCS, G-3/5/7 updated information within ITRM in support of the POM.

(j) Provides program analysis support to HQ TRADOC elements and subordinate activities as required.

(3) Cost and Modeling Division.

(a) Monitors and analyzes TRADOC operational temp (OPTEMPO) cost factors. Works to ensure HQDA cost factors established for TRADOC OPTEMPO accurately reflect

operational costs associated with the operation and maintenance of TRADOC equipment ICW DCSOPS&T, DCSPIL, TRADOC MSCs, and TRADOC centers, schools, and activities.

(b) Serves as the DCSRM lead and represents TRADOC on all ITRO studies involving costing.

(c) Assists in managing cost initiatives and programs for TRADOC such as OES, NCOES, WOES, and civilian panels; Army Digital Training Strategy; NCO backlog; contingency operations (increase to force structure); and linguist requirements.

(d) Develops, updates, and sustains ITRM in support of all cycles and phases of the PPBE system within TRADOC. Provide TRADOC centers, schools, and activities ITRM assistance and support as needed. Provide HQDA DCS, G-3/5/7 updated information within ITRM in support of the POM.

(e) Conducts reviews and issues guidance on economic and cost benefit analyses to TRADOC. Develops and publishes TRADOC cost estimating relationships, manpower estimating relationships, and standard average salaries for TRADOC program elements. Publish standard personnel and non-personnel inflation factors.

(f) Serves as lead for TR 11-5.

(g) Updates and maintains the course cost model.

(h) Provides cost analysis support to HQ TRADOC staff and subordinate activities as required.

10-5. Budget Directorate.

a. Mission. Provide budget management, analysis, and services to TRADOC centers, schools, and activities, and HQ TRADOC elements that ensure maximum mission effectiveness, balance across functions, and responsible fiscal stewardship.

b. Organization. The BUD consists of five divisions: Budget Integration, Training and Accessions, Futures, Schools, and HQ Activities.

c. Functions of BUD.

(1) Budget Integration Division.

(a) Develops and implements budget operating policies, processes, and management practices.

(b) Develops and promulgates the TRADOC Budget Guidance (TBG) cover letter, narrative, timelines, and policy guidance.

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(c) Integrates processes and products for budget. These include: the MRB, SRC, BOD, Budget Execution Review, and Mid-Year Review.

(d) Manages fund control and distribution.

(e) Tracks appropriation status and documents and analyzes defense authorization and appropriation bills to establish budget baselines and execution plans.

(f) Coordinates with Army Budget Office and TRADOC program directors on funding issues, briefings, congressional inquiries, and audits.

(g) Designs, implements, and maintains TRADOC's automated budget systems, to include the TBG, Web TRADOC Automated Schedules, and other financial query tools used for fund control and allocation, analysis, management information, and reporting. Trains budget and other DCSRM personnel, as required, on automated systems utilized in support of BUD.

(h) Assists and coordinates on special projects, studies, audits, mobilization exercise requirements, and internal and external automation initiatives.

(2) Training and Accessions Division.

(a) Coordinates with HQDA on accessions, training, and training support programs (such as logistics and information operations).

(b) Analyzes HQDA funding guidance as it pertains to accessions, training, training support, and information operations.

(c) Formulates TRADOC accessions, training, training support, and information operations budget guidance (dollars and narrative).

(d) Advises and provides courses of action to the budget officer and/or the DCSRM on fiscal management of TRADOC's accessions, training, training support, and information operations programs.

(e) Serves as HQ TRADOC program and resource advocate and liaison for CAC, CASCOM, USAAC, DCSOPS&T, DCSPIL, and CIO.

(f) Manages Operations and Maintenance, Army Reserve; Operations and Maintenance, Army National Guard; and Reserve Personnel, Army appropriations.

(3) Futures Division.

(a) Coordinates with HQDA on budgeting issues related to futures and intelligence programs.

(b) Conducts analysis of the PBG and congressional legislation.

(c) Performs vertical and horizontal analysis of TRADOC futures and intelligence programs.

(d) Advises and provides courses of action to TRADOC center, school, and activity budget offices and to the DCSRM on fiscal management of TRADOC's futures and intelligence programs.

(e) Conducts monthly execution analysis review for TRADOC FC and intelligence programs.

(f) Prepares, justifies, and provides to HQDA the BES schedules and POM submission for other procurement, Army (OPA) and research, development, testing, and evaluation (RDT&E) funds.

(g) Maintains fund control for the RDT&E and OPA Programs.

(4) Schools Division.

(a) Reviews and analyzes budget submissions, funding requirements, execution, and issues from TRADOC MSCs, centers, schools, and activities.

(b) Serves as the resources advocate and liaison for TRADOC MSCs, centers, schools, and activities.

(c) Responds to center, school, and activity funding issues. Conduct analysis of unfinanced requirements to determine valid funding shortfalls.

(d) Monitors center and school execution through management of allotment and the Annual Funding Program.

(e) Prepares center- and school-specific information papers, fact sheets, and orientation briefs.

(f) Manages and executes GWOT funding program for TRADOC. Include collecting requirements and execution data from centers and schools and submitting required monthly reports to HQDA.

(g) Serves as DCSRM lead for managing the TSR and responds to center, school, and activity issues.

(5) HQ Activities Division.

(a) Serves as the Directorate of Resource Management and/or Budget Office for HQ TRADOC's operating funds.

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(b) Provides operating-level budget formulation, justification, presentation, and automated systems administration and execution services for HQ TRADOC and TRADOC FOAs.

(c) Maintains fund control and distributes funding to HQ TRADOC elements and FOAs for civilian pay, supplies, contracts, rentals, equipment, and travel.

(d) Provides resource management policy and guidance to HQ TRADOC elements and FOAs.

(e) Ensures HQ TRADOC elements' and FOAs' UFRs are in the mission and resource database with required descriptions and justifications.

(f) Performs Finance Defense Travel Administrator functions in DTS.

10-6. Manpower and Force Analysis Directorate.

a. Mission. Manages TRADOC force structure, manpower (military and civilian), and equipment requirements determination programs. In addition, provides technical and program guidance as the MCPM for the Manpower and Force Management, CP 26.

b. Organization. The MFAD consists of three divisions: Force Development (FDD), Force Structure (FSD), and Force Requirements (FRD). The directorate also maintains a small Force Systems Office, at the directorate level, to provide automation and manpower functional systems support to the three divisions.

c. Functions of MFAD.

(1) The FDD:

(a) Coordinates between HQ TRADOC and the Army Staff on manpower questions, policy, and guidance such as the TRADOC Command Plan policy and the Army Structure message.

(b) Serves as lead for TRADOC in Total Army Analysis (TAA) as it pertains to the determination of institutional requirements and Army programming process for TDA generating forces and selected MTOE units. Monitors TAA process and other programming processes (POM, integrated priority lists, functional area analyses, and the Army Command Plan process) for specific TRADOC actions related to other command actions and decisions. Also coordinates with TRADOC FC's Force Design Division for the operating force and associated support requirement efforts for which it is the lead.

(c) Leads MFAD effort with HQDA DCS, G-3/5/7 and G-1, HRC, DCSOPS&T, USAAC, CAC, CASCOM, and TRADOC centers, schools, and activities in the SMDR and TAA to establish and validate Army training requirements.

(d) Applies manpower requirements determination models and manpower staffing standards. Update the manpower program with results of annual TRADOC Review of Manpower and changes in workload, missions, priorities, and resource levels.

(e) Receives and distributes military and civilian manpower authorizations to subordinate activities.

(f) Prepares, justifies, and provides manpower management information to HQDA to support PPBE processes.

(g) Provides mobilization requirements planning services to HQ TRADOC and subordinate activities.

(h) Manages and monitors high interest special manpower issues requiring intensive management. This includes: AMHA ceiling, stovepipe liaison officers, directed military over-strength, unit identification code registration orders; external audits, manpower impact of outsourcing and privatization initiatives; input to TSR and SRS actions, TRADOC R&A, military and civilian actuals, and yearly DA Civilian Employment Plan.

(2) The FSD:

(a) Coordinates among HQ TRADOC; MSCs; and centers, schools, and activities on manpower management and equipment documentation issues.

(b) Assists TRADOC schools with preparation for the HQDA SMDR and attends the SMDR with the schools.

(c) Provides manpower and equipment analysis services and guidance to subordinate activities.

(d) ICW DCSRM Management Directorate, assists HQ TRADOC elements with review of concept plans. Executes force structure actions and manpower management initiatives that affect the size and composition of TRADOC manpower.

(e) Provides manpower and equipment documentation services and advice to HQ TRADOC elements and subordinate activities. Provides guidance and reviews documentation of TDAs for all TRADOC organizations.

(3) The FRD:

(a) Coordinates with HQDA, including HQDA DCS, G-1, Assistant Secretary of the Army (Manpower and Reserve Affairs), U.S. Army Manpower Analysis Agency (USAMAA), and U.S. Army Force Management Support Agency on manpower and equipment requirements programs.

TRADOC Reg 10-5-1

(b) Determines criteria for structure and manpower requirements. Manage the TRADOC Manpower Requirements Determination Program including maintenance and justification of HQDA certification of TRADOC as a manpower requirements determination authority. Responsible for all actions dealing with requirements determination models for TRADOC missions and manpower resources.

(c) Develops and maintains manpower requirements determination models and provides advisory services. This includes the development and maintenance of: functional program estimating equations, manpower staffing standards system, organizational criteria, single-point criteria, manpower surveys, manpower staffing guides, and other criteria.

(d) Reviews POIs and CAD in support of USAAC, CAC, CASCOM, and DCSOPS&T to determine minimum number of instructors required for most effective training.

(e) Conducts manpower and equipment assessments of HQ TRADOC and subordinate activities, works with HQDA DCS, G-3/5/7's TDA Unit Equipment Review and Validation Board for approval of equipment changes, and staffs validated changes with USAMAA.

(f) Provides manpower analysis services and support for studies to MSCs and HQ TRADOC elements.

(g) Provides results of manpower and equipment assessments to FDD for documentation in TRADOC Manpower Guidance and to FSD for documentation in activities' TDAs.

(h) Represents TRADOC and the Army on ITRO manpower subcommittees.

10-7. Finance and Accounting Directorate.

a. Mission. Provide finance and accounting policy interpretation and technical guidance to TRADOC that ensures compliance with statutory policy and promotes the efficient use of resources and fiscal stewardship.

b. Organization. The FAD consists of a single office.

c. Functions.

(1) Provides policy, guidance, and assistance in the resolution of finance (military pay, travel entitlements, civilian pay, banking and credit union, and vendor pay) and accounting (procedures and system) issues.

(2) Ensures policies comply with congressional, DOD, HQDA, and CG, TRADOC's intent.

(3) Serves as lead for developing and maintaining TR 37-2, TR 37-3, and TR 37-4.

(4) Manages TRADOC's Travel Charge Card Program by providing guidance, monitoring performance, and issuing approval authorizations to agency program coordinators throughout TRADOC.

(5) Ensures effective use of the DTS and assists in the resolution of problems involving the DTS within TRADOC centers, schools, and activities.

(6) Provides staff management of TRADOC's GPC delinquencies and vendor pay issues by monitoring, collecting, and reporting TRADOC's monthly performance against the Army's standard.

(7) Conducts analyses of processes, programs, and systems (such as Joint Reconciliation Program, Prompt Payment Act, DTS, GTC Delinquency and Rebate Program, GPC, and Prior Year Deobligations) to ensure efficient fund usage and to free up dollars in order to further TRADOC priorities.

(8) Coordinates with Defense Finance and Accounting Service and the Assistant Secretary of the Army (Financial Management and Comptroller) Financial Operations Office for Army directives and initiatives relating to policy, analysis, and system issues.

(9) Advises TRADOC commanders and HQ TRADOC staff principals on provisions mandated by the Anti-Deficiency Act (ADA) relating to fund control responsibilities. Assists in the adjudication of potential ADA violations and evaluation of incidents where fund allowance ceilings may have been exceeded.

(10) Coordinates and assists in development, testing, and fielding of automated standard finance and accounting systems and changes thereto.

(11) Performs managerial review and analysis of TRADOC financial reports.

(12) Integrates directives of the Chief, Financial Officer Act; Government Performance and Results Act of 1992 (GPRA); Government Management Results Act; and the Federal Managers Integrity Act into TRADOC resource management programs.

(13) Assists the U.S. Army Finance School by participating in staffing of finance issues related to training, doctrine, and combat development.

10-8. Management Directorate.

a. Mission. Improve TRADOC's use of resources by managing productivity and efficiency programs, conducting management studies and analyses, providing management consulting, and providing advisory and support services to TRADOC.

b. Organization. The MD consists of two divisions: Studies and Analysis and Programs and Services.

TRADOC Reg 10-5-1

c. Functions.

(1) Studies and Analysis Division.

(a) Analyzes organizational missions, mission assignments, and TRADOC relationships.

(b) Serves as lead for reviewing and processing concept plans for proposed changes in TRADOC organizational structures and identifying related resource impacts.

(c) Serves as lead for reviewing and processing stationing plans for realignments, reduction actions, force structure changes and initiatives (including unit moves), and identifying related resource impacts to TRADOC. Prepares Information for Members of Congress related to stationing.

(d) Develops and maintains the TRADOC School Model and the DCSRM O&O plan.

(e) Serves as DCSRM's lead for the TRADOC R&A. Works with DCSOPS&T and other HQ TRADOC elements to ensure DCSRM input is accurate and timely.

(f) Analyzes economic impacts to communities surrounding installations on which TRADOC centers, schools, and activities reside. Runs reports through the Economic Impact Forecast System and maintains an expanded economic impacts model.

(g) Utilizes business processes to streamline TRADOC operations and implement efficiencies. Methodologies include: performance measurement, business process reengineering, and strategic planning reviews. Conduct special studies as required.

(h) Serves as DCSRM lead for BRAC studies and related actions.

(2) Programs and Services Division.

(a) Serves as TRADOC lead for contracted advisory and assistance services (CAAS). Reviews HQ TRADOC contracts subject to CAAS for compliance with provisions of AR 5-14 and processes them for the CAAS Director's (TRADOC DCG/CofS) approval. Conduct TRADOC-wide CAAS training, as required.

(b) Serves as lead and provides consulting services for the Army Competitive Sourcing Program for TRADOC mission functions. This includes streamlined and standard A-76 competitions and alternatives to A-76 such as divestiture, privatization, fee-for-service agreements, public-private partnerships, and high performing organizations. Serve as TRADOC systems administrator for the DOD Commercial Activities Management Information System.

(c) Provides full range of IT and system administration support to DCSRM. Serve as webmaster for DCSRM.

(d) Serves as TRADOC lead for developing and maintaining TR 10-5-1 and TR 10-2. Publish management publications on the DCSRM website.

(e) Serves as TRADOC lead for MCP. Develops and provides guidance, information, and training to TRADOC centers, schools, activities, and HQ TRADOC elements. Receives, analyzes, and disseminates HQDA and TRADOC program requirements and policy. Annually develops the DCSRM Statement of Assurance on Management Controls and the TRADOC Annual Statement signed by the CG, TRADOC.

(f) Provides technical and administrative program management support to the MCPM (the DCSRM) in executing comptroller CP 11 responsibilities. Provide staff management of CP 11 interns TRADOC-wide.

(g) Assists TRADOC IRAC with coordinating GAO, DODIG, DAIG, USAAA, and TRADOC IRAC audits, inspections, and reviews that have resource implications.

(h) TRADOC lead for mission MOUs and memoranda of agreement. Maintains a repository of them and assists TRADOC organizations in their development, review, and staffing.

(i) Serves as DCSRM lead for SRS. Manage the development of SRS candidate measures and reports data for each measure on a recurring basis. Collects measurement metrics and targets and reports all candidate measures into SRS.

(j) Serves as TRADOC lead and provides consulting services for a variety of business practices programs to include:

- Activity based costing.
- ABIC.
- Army Performance Excellence Award Program.
- Army Performance Improvement Criteria.
- Army Suggestion Program.
- Covey training.
- DCSRM customer service and climate surveys.
- GPRA.
- President's Quality Award.
- PEP.
- Total Army Quality/Total Quality Management.

Chapter 11

Chief Information Officer

11-1. Mission of the Chief Information Officer. Serve as the senior adviser to CG, TRADOC for all matters relating to IM/IT, and knowledge management (KM) necessary for the execution of TRADOC's mission. The CIO develops TRADOC-wide IT, IM, and KM plans, policies,

procedures, and its enterprise architecture. The CIO also provides staff management of the development, acquisition, integration, operation, and sustainment of IT, IM, and KM applications, systems, and services for TRADOC.

11-2. Organization of the Chief Information Officer. The CIO consists of the Office of the CIO, four directorates (Integration; Operations; Architecture, and Information Assurance), and an administrative support office ([see fig 11-1](#)).

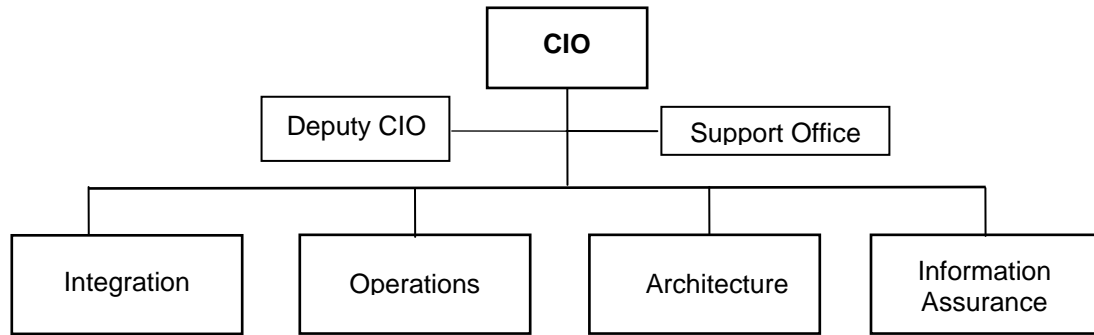


Figure 11-1. Chief Information Officer organization

11-3. Functions of the Chief Information Officer. Although not designated as a lead or assist for any of TRADOC's core functions or key enablers, CIO's functions support all the core functions and all the key enablers.

11-4. Office of the Chief Information Officer.

a. The CIO:

- (1) Manages TRADOC's enterprise architecture development, integration (internal and external), and maintenance.
- (2) Executes IM/IT capital planning, investment, and portfolio management.
- (3) Manages governance processes to include developing and enforcing IM/IT strategy, plans, and policy.
- (4) Manages information assurance (IA) and information systems security.
- (5) Incorporates knowledge management fundamentals, processes, and systems. Serve as the Chief Knowledge Officer.
- (6) Develop and direct TRADOC's data management strategy.
- (7) Manage the TRADOC Administrative Publications Program.
- (8) Serve as TRADOC records manager.

- (9) Serve as TRADOC webmaster.
- (10) Serve as the TRADOC voting member on the Army CIO Executive Board.
- (11) Conduct technology assessments and assist with IT-enabled process improvement.
- (12) Serve as lead for TR 25-35, TR 25-70, TR 25-73, TP 25-30, TP 25-51, TP 25-53, TP 25-72, and TP 25-73.
- (13) Manage selected IM/IT projects that affect TRADOC-wide operations.
- (14) Develop partnering relationships with branch and functional proponents on IT-related initiatives to ensure architectural compliance, technical feasibility, and information structure integration.

b. The Deputy CIO:

- (1) Develop, integrate, and manage program execution and policy enforcement for CIO's assigned missions.
- (2) Act for and represent the CIO as required. Manage day-to-day CIO operations and serve as CIO tasking authority to CIO directorates and personnel.
- (3) Review, manage, analyze, and provide guidance, advice, and recommendations for all CIO personnel and resource management actions.
- (4) Supervise CIO's administrative support personnel.
- (5) Serve as the MCPM for all TRADOC civilian employees assigned to the Information Technology Management CP 34.
- (6) Serve as TRADOC voting representative at selected Army IT Boards.
- (7) Administer the CIO MCP.

11-5. Integration Directorate.

- a. Mission. Develop TRADOC policies and procedures regarding IM/IT to implement DOD, DA, and TRADOC objectives. Develop and enforce the TRADOC IM/IT Strategic Plan and the IT Capital Planning and Investment Management Program. Provide staff management of contracting and acquisition of IT assets and services. Provide staff management of TRADOC's Administrative Publications Program and records management.
- b. Organization. The Integration Directorate consists of a single office.
- c. Functions.

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(1) Capital planning and investment management. Develop and execute the IT capital planning process to provide efficient and effective prioritization of IM/IT needs throughout TRADOC. Participate in DCSRM-sponsored work groups in support of the TBG and Adjusted TRADOC Budget Guidance. Develop and coordinate development of IT spending plans for TRADOC's OPA appropriation. Execute CIO-managed funds such as long haul communication and IA funding.

(2) Information technology governance. Develop and monitor IT governance structures to ensure transparency and value of IT-related programs and assets. Maintain the portfolio of IT-based systems and assets and coordinates approvals and milestone reviews with HQ TRADOC elements regarding high-visibility IT projects.

(3) Acquisition oversight. Review IT-related contracts and acquisition vehicles to ensure consistency with command policies, security, architecture standards. Develop and execute procedures for approving IM/IT acquisitions and services.

(4) Policy and reporting. Develop and integrate regulations, pamphlets, and other publications governing implementation of IM/IT. Prepare IM/IT performance measurement information for use in management and reporting (such as TSR, SRS, R&A, IT metrics, and Army Information Technology Registry).

(5) Integration. Identify impacts and develop TRADOC positions on DOD, DA, IMA, and NETCOM policies and programs related to IM/IT. Coordinate with TRADOC activities and external organizations to ensure integration of TRADOC IM/IT requirements, policies, and standards.

(6) Data management. Establish policy and TRADOC responsibilities to implement and maximize data sharing, data asset visibility (internal and external), and digital content management to include content creation, editing, publishing, meta-tagging, and archiving.

(7) Records management. Manage TRADOC Records Management Program to include: record keeping, FOIA Program, Privacy Act Program, and other major records management subprograms as identified in AR 25-1, Chapter 8. Ensure the adequacy of documentation, maintenance, and disposition of official records.

(8) Command publications officer. Review, coordinate, manage, and execute TRADOC administrative publications and forms programs. Manages life cycle of publications and forms, edits official publications for consistency and clarity with Army and TRADOC publishing conventions, and prepares for posting on official websites.

11-6. Operations Directorate.

a. Mission. Provide staff management to TRADOC activities on the use of IT including wired and wireless devices, networks, knowledge management tools and applications, and information assurance. Coordinate implementation of command-wide IT initiatives.

b. Organization. The Operations Directorate consists of a single office.

c. Functions.

(1) Command, control, communications, and computers (C4) management. Plans, coordinates and manages use of network services (VTC, internet, e-mail, messaging), networking technologies (wide area networks, local area networks), and telephony (land mobile radios and telephones). Performs duties required for HQ TRADOC EOC operations. Coordinate the resolution of C4 issues affecting execution of TRADOC missions.

(2) Knowledge management. Develops and manages a TRADOC-wide collaboration strategy and environment. Provide TRADOC representative to KM and collaboration boards and work groups at DOD and HQDA. Ensures TRADOC collaboration environment is consistent with specified systems and requirements at the joint, DOD, and DA level. Integrate TRADOC domain taxonomies. Provide TRADOC member to the Army Knowledge Online (AKO) Configuration Control Board. Manage TRADOC presence on AKO.

(3) Information management/IT service and requirements integration. Coordinate TRADOC IM/IT requirements with IMA and NETCOM. Coordinates resolution of issues related to employment of centrally fielded automated systems and the provisioning and delivery of IT services to meet TRADOC mission needs from external providers (such as NETCOM, regional CIOs, and local directorates of information management).

(4) Headquarters TRADOC Information Management Officer (IMO). Provide staff management for all IT-related programs, issues, and initiatives supporting HQ TRADOC. Work with staff activity IMO and information security officers to achieve integrated IT support and solutions among HQ TRADOC elements. Assist in project management for IT-related initiatives at the HQ. Identifies resourcing required to support enhanced and mission specific service and program delivery.

(5) TRADOC web manager. Develops and enforces policy and procedures for TRADOC websites. Serve as TRADOC webmaster. Ensure compliance of TRADOC websites with DOD and Army policies and standards.

11-7. Architecture Directorate.

a. Mission. Develop TRADOC business enterprise architecture policies, plans, and standards which guide development and employment of IT-dependent processes and systems throughout the command. Perform technical and systems assessments to ensure architectural compatibility.

b. Organization. The Architecture Directorate consists of two divisions: Enterprise Architecture and Chief Technology Office.

c. Functions.

(1) Enterprise Architecture Division.

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(a) Defines the baseline and objective operational systems and technical architecture for the TRADOC enterprise.

(b) Ensures IT-related programs and initiatives are consistent with Army enterprise infostructure and architecture policies and standards.

(c) Enforces standards on TRADOC-initiated IT projects.

(d) Reviews architectures and fielding plans with program managers for compatibility with TRADOC objective architecture.

(e) Maintains IT business enterprise architecture products for TRADOC centers, schools, and activities that are used for systems integration and capital planning and investment management.

(f) Prepares the TRADOC IT Modernization Plan.

(2) Chief Technology Office.

(a) Conducts selected technical assessments to support TRADOC initiatives.

(b) Performs design and engineering functions to ensure security, integration, compatibility, and efficient and effective use of technology to support functional requirements.

(c) Assesses technology trends in industry to position TRADOC to incorporate leading edge business practices into internal operations.

(d) Coordinates with DOD, DA, and pertinent joint activities to ensure technical integrity of emerging IT-related decisions.

11-8. Information Assurance Directorate.

a. Mission. Provide staff management to TRADOC activities on the secure use of IT.

b. Organization. The Information Assurance Directorate consists of a single office.

c. Functions.

(1) Serves as the MACOM IA Program Manager and MACOM IA Network Manager.

(2) Develops, executes, and manages the TRADOC IA Program including IA incident response and security accreditation of TRADOC unique and end-user systems.

(3) Manages the implementation of Army Computer Emergency Response Team advisory tasks and other DA directives.

Appendix A
References

Section I
Required Publications

TR 10-5
Organization and Functions, U.S. Army Training and Doctrine Command

Section II
Related Publications

AR 10-5
Headquarters, Department of the Army

AR 10-87
Major Army Commands in the Continental United States

AR 12-1
Security Assistance, International Logistics, Training, and Technical Assistance Support Policy
and Responsibilities

AR 12-15
Joint Security Assistance Training (JSAT)

AR 25-1
Army Knowledge Management and Information Technology

AR 71-32
Force Development and Documentation--Consolidated Policies

AR 350-1
Army Training and Education

AR 350-2
Opposing Force (OPFOR) Program

AR 351-9
Interservice Training

CJCS Manual 3170.01B
Operation of the Joint Capabilities Integration and Development System

DODD 5100.1

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Functions of the Department of Defense and its Major Components

FM 7-0

Training the Force

TR 1-8

TRADOC Operations Reporting

TR 1-9

TRADOC Senior Officer Orientation Program

TR 10-2

Control of Mission Assignment and Organization Structuring

TR 10-5-2

Organization and Functions, TRADOC Futures Center

TR 10-5-3

Organization and Functions, U.S. Army Accessions Command

TR 10-5-4

Organization and Functions, Combined Arms Center

TR 10-5-5

Organization and Functions, Combined Arms Support Command

TR 10-5-6

Organization and Functions, U.S. Army War College

TR 10-5-7

Organization and Functions, TRADOC Analysis Center

TR 11-5

Cost Analysis Program (MOS/FMS Training Costs)(RCS ATRM-159 (R2))

TR 25-30

Preparation, Production, and Processing of Armywide Doctrinal and Training Literature (ADTL)

TR 25-35

Preparing and Publishing United States Army Training and Doctrine Command (TRADOC)
Administrative Publications

TR 25-70

Network Services

TR 25-73

Acquisition of Information Technology by TRADOC Organizations and Installations

TR 27-2

Designation of Superior Competent Authorities

TR 27-3

Military Justice Jurisdiction/Civilian Prosecutions for Fort Monroe, VA

TR 27-4

TRADOC Government Ethics Program

TR 37-2

Temporary Duty Travel Policies and Procedures

TR 37-3

Government Travel Charge Card Program

TR 37-4

Fund Control, Reconciliations, Certification

TR 95-5

Flight Operations

TR 135-6

The ARNG/USAR Liaison NCO Program at U.S. Army Training Centers and Service Schools

TR 140-3

United States Army Reserve (USAR) Division, (Institutional Training) Training Management and Policies (FORSCOM Reg 140-3)

TR 215-2

Violence Prevention

TR 350-6

Enlisted Initial Entry Training (IET) Policies and Administration

TR 350-8

Ammunition

TR 350-10

Institutional Leader Training and Education

TR 350-13

Instruction in Military History

TR 350-18

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The Army School System (TASS)

TR 350-29

Prevention of Heat and Cold Casualties

TR 350-70

Systems Approach to Training Management, Processes, and Products

TR 381-1

Threat Management

TR 385-2

TRADOC Safety Program

TR 500-2

Taskings and Individual Augmentation Management for TRADOC Staff, Subordinate Elements, Centers, Schools, and Commands

TR 525-13

TRADOC Force Protection Program (FPP)

TR 600-11

Equal Opportunity Action Plan

TR 600-14

TRADOC Sergeant Audie Murphy Club

TR 600-15

Command Devolution

TR 600-16

Procedures for EXODUS – The Christmas-New Year Holiday Period for Personnel in Training

TR 600-17

U.S. Army Training and Doctrine Command (TRADOC) Risk Reduction Program

TR 600-18

TRADOC Guidance for the Department of Defense Telework Policy

TR 672-6

Military Coins

TR 690-4

Recruitment and Selection of Historians and Museum Curators

TR 870-1

United States Army Training and Doctrine Command Military History Program

TP 25-30

Index of TRADOC Administrative Publications

TP 25-51

Office Symbols

TP 25-53

List of Approved Recurring Reports

TP 25-72

Requirements Documentation for Information Systems for TRADOC Organizations and Installations

TP 25-73

TRADOC Plan for Reengineering Information Systems Modernization (TPRISM)

TP 350-37

Objective Force Embedded Training (OFET) Users Functional Description

TP 350-70-8

Total Army School System (TASS) Training Requirements Analysis System (TRAS)

TP 525-66

Military Operations Force Operating Capabilities

TRADOC Memorandum 1-11

Staff Procedures

Section III

Referenced Forms

DA Form 1045

Army Ideas for Excellence Program (AIEP) Proposal

DA Form 2028

Recommended Changes to Publications and Blank Forms

Glossary

Section I

Abbreviations

ABIC

Army Business Initiative Council

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AC	active component
ACAT	acquisition category
ACDEP	Army Concept Development and Experimentation Campaign Plan
ACofS	Assistant Chief of Staff
ACP	Army Campaign Plan
ACSIM	Assistant Chief of Staff for Installation Management
ADA	Anti-Deficiency Act
ADCSOPS&T	Assistant Deputy Chief of Staff for Operations and Training
ADL	Army distributed learning
ADLP	Army Distance Learning Program
ADSW	active duty special work
AFAP	Army Family Action Plan
AG	Adjutant General
AGR	Active Guard/Reserve
AIEP	Army Ideas for Excellence Program
AIT	advanced individual training
AKO	Army Knowledge Online
AMC	Army Materiel Command
AMHA	Army Management Headquarters Activity
AMOPES	Army Mobilization and Operations Planning and Execution System
AMP	Army Modernization Plan
AMT	Army modernization training
AR	Army regulation
AR2B	Army Requirements and Resourcing Board
ARFORGEN	Army Force Generation
ARI	Army Research Institute
ARNG	Army National Guard
ARRTC	Army Reserve Readiness Training Command
ASA(ALT)	Assistant Secretary of the Army (Acquisition, Logistics, and Technology)
ASD	Administrative Support Division
AT	antiterrorism
ATLDP	Army Training and Leader Development Panel
ATRRS	Army Training Requirements and Resources System
ATSC	Army Training Support Center
BASOPS	base operations or base operations support
BES	Budget Estimate Submission
BOD	board of directors
BRAC	base realignment and closure
BUD	Budget Directorate
C4	command, control, communications, and computers
CAAS	contracted advisory and assistance services
CA	Combined Arms
CAC	Combined Arms Center
CAD	course administrative data
CALL	Center for Army Lessons Learned
CAO	Congressional Activities Office

CASCOM	Combined Arms Support Command
CAT	crisis action team
CDD	capability development document
CDTF	Chemical Defense Training Facility
CES	Civilian Education System
CFS	contract field service
CG	Commanding General
CIO	Chief Information Officer
CJCS	Chairman of the Joint Chiefs of Staff
CMF	career management field
CNA	capabilities needs analysis
COC	council of colonels
COCOM	combatant command
COE	contemporary operating environment
CONUS	continental United States
CofS	Chief of Staff
CP	career program
CPA	Chief of Public Affairs
CPD	capability production document
CPG	Commander's Planning Group
CPMD	Command Provost Marshal Directorate
CRC	CONUS replacement center
CSB	Chemical Surety Board
CSM	Command Sergeant Major
CSO	Command Safety Office
CTC	combat training center
CTCD	Combat Training Center Division
CTT	common task test
DA	Department of the Army
DAIG	Department of the Army Inspector General
DCG	Deputy Commanding General
DCR	DOTMLPF change recommendation
DCSINT	Deputy Chief of Staff for Intelligence
DCSOPS&T	Deputy Chief of Staff for Operations and Training
DCSPIL	Deputy Chief of Staff for Personnel, Infrastructure and Logistics
DCSRM	Deputy Chief of Staff for Resource Management
DIA	Defense Intelligence Agency
DIV (IT)	division (institutional training)
DL	distributed learning
DOD	Department of Defense
DODD	Department of Defense Directive
DODIG	Department of Defense Inspector General
DOTMLPF	doctrine, organizations, training, materiel, leadership and education, personnel, and facilities
DPG	Defense Planning Guidance
DSCA	Defense Security Cooperation Agency

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DTS	Defense Travel System
DV	distinguished visitor
EA	executive agent
EEO	equal employment opportunity
EO	equal opportunity
EOC	Emergency Operations Center
ESD	Executive Services Division
F	Futures
FA	functional area
FAD	Finance and Accounting Directorate
FC	Futures Center
FCR	functional chief's representative
FCS	Future Combat Systems
FDD	Force Development Division
FM	field manual
FMF	Foreign Military Financing
FMS	foreign military sales
FMSO	Foreign Military Studies Office
FOA	field operating activity
FOC	force operating capability
FOIA	Freedom of Information Act
FORSCOM	Forces Command
FP	force protection
FRD	Force Requirements Division
FSD	Force Structure Division
GAO	Government Accountability Office
GOSC	General Officer Steering Committee
GPC	government purchase card
GPRA	Government Performance and Results Act of 1992
GTC	government travel card
GWOT	Global War on Terrorism
HRC	Human Resources Command
HRC-SL	Human Resources Command-Saint Louis
HQ	headquarters
HQDA	Headquarters, Department of the Army
IA	information assurance
IAPD	International Army Programs Directorate
IAW	in accordance with
ICD	initial capabilities document
ICDT	integrated capability development team
ICT	integrated concept team
ICW	in coordination with
IDEP	Institutional Digital Education Plan
IET	initial entry training
IG	Inspector General
IM	information management

IMA	Installation Management Agency
IMA-NERO	Installation Management Agency-Northeast Region Office
IMO	Information Management Officer
IMSO	International Military Student Office
IMT	initial military training
IRAC	Internal Review and Audit Compliance
ISD	Information Systems Division
ISR	intelligence, surveillance, and reconnaissance
IT	information technology
ITD	Individual Training Directorate
ITRM	Institutional Training Resource Model
ITRO	Interservice Training Review Organization
JAGO	joint air-ground operations
JCATD	Joint and Combined Arms Training Directorate
JCIDS	Joint Capabilities Integration and Development System
JCS	Joint Chiefs of Staff
JDAL	Joint Duty Assignment List
JFCOM	Joint Forces Command
JMO	Joint Management Office
JNTC	Joint National Training Capability
JOE	joint operational environment
JRIC	Joint Reserve Intelligence Center
KM	knowledge management
LDED	Leader Development and Education Directorate
LNCO	liaison noncommissioned officer
LO	line of operation
L-V-C	live, virtual, constructive
M&S	modeling and simulations
MACOM	major Army command
MANSCEN	Maneuver Support Center
MCA	military construction, Army
MCPM	MACOM career program manager
MCP	Management Control Program
MD	Management Directorate
MDEP	management decision package
MDW	Military District of Washington
MEDCOM	Medical Command
MFAD	Manpower and Force Analysis Directorate
MILPER	military personnel
MOCS	military occupational classification structure
MOS	military occupational specialty
MOU	memorandum of understanding
MPI	military police investigator
MPSD	Military Personnel Support Division
MRB	Mission and Resources Board
MSC	major subordinate command

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MTOE	modified table of organization and equipment
MTT	mobile training team
MWD	military working dog
MWR	Morale, Welfare, and Recreation
NATO	North Atlantic Treaty Organization
NCO	noncommissioned officer
NCOES	Noncommissioned Officer Education System
NEPA	National Environmental Policy Act
NETCOM	Network Enterprise Technology Command
NGB	National Guard Bureau
O&O	operational and organizational
OCAR	Office of the Chief, U.S. Army Reserve
OCCH	Office of the Chief of Chaplains
OCIE	organizational clothing and individual equipment
OCONUS	outside continental United States
OE	operational environment
OES	Officer Education System
OIAA	Office of Institutional Army Adaptation
OMRD	Operations, Mobilization, and Readiness Directorate
OPA	other procurement, Army
OPFOR	opposing force(s)
OPS&CSD	Operations and Command Support Division
OPSEC	operations security
OPTEMPO	operational tempo
OTID	OPFOR and Threat Integration Division
OTJAG	Office of the Judge Advocate General
OTSG	Office of the Surgeon General
PAED	Planning, Analysis, and Evaluation Directorate
PAO	public affairs officer
PAT	process action team
PBG	Program Budget Guidance
PBR	Program Budget Review
PCS	permanent change of station
PEG	Program Evaluation Group
PEP	Productivity Enhancement Program
PJA	Post Judge Advocate
POI	program of instruction
POM	program objective memorandum
PPBE	planning, programming, budgeting, and execution
PPD	Personnel Proponency Directorate
PS	physical security
QA	quality assurance
R&A	review and analysis
RC	Reserve Component
RDT&E	research, development, testing, and evaluation
RFG	Resource Formulation Guide

RIF	reduction in force
ROTC	Reserve Officer Training Corps
RSMD	Readiness/Strength Management Division
S&T	science and technology
SAD	Staff Actions Division
SAPRP	Sexual Assault Prevention and Response Program
SAT	security assistance training
SATD	Security Assistance Training Directorate
SATFA	Security Assistance Training Field Activity
SATMO	Security Assistance Training Management Organization
SATP	Security Assistance Training Program
SCI	sensitive compartmented information
SES	senior executive service
SGM	sergeant major
SGS	Secretary of the General Staff
SJA	Staff Judge Advocate
SMDR	Structure Manning Decision Review
SME	subject matter expert
SRC	Senior Resource Committee
SRS	strategic readiness system
SRU	strategic readiness update
SSD	Scenarios and Studies Division
SSO	Special Security Office
STAR	system threat assessment report
STRAP	system training plan
STRATCOM	strategic communications
T2	training transformation
TAA	Total Army Analysis
TADLP	The Army Distributed Learning Program
TADSS	training aids, devices, simulators, and simulations
TAP	The Army Plan
TASS	The Army School System
TASSD	The Army School System Directorate
TATS	The Army Training System
TATS-C	The Army Training System Courseware
TBG	TRADOC Budget Guidance
TD2	training and doctrine development
TDA	table of distribution and allowances
TDADD	Training Development and Delivery Directorate
TDY	temporary duty
TEMP	Testing and Evaluation Master Plan
TEMO	training, exercise, and military operations
TLGOSC	Training and Leader Development General Officer Steering Committee
TLE	training, leadership, and education
TLP	training, leadership and education, and personnel
TMAC	TRADOC Master Activities Calendar

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TMOPES	TRADOC Mobilization, Operations, Planning, and Execution System
TOMA	Training Operations Management Activity
TP	TRADOC pamphlet
TPA&ED	Training Program Analysis and Evaluation Directorate
TPCRD	Training Plans and Capabilities Review Directorate
TR	TRADOC regulation
TRAC	TRADOC Analysis Center
TRADOC	U.S. Army Training and Doctrine Command
TRAP	Training Requirements Arbitration Panel
TRAS	Training Requirements Analysis System
TSM	TRADOC system manager
TSR	TRADOC Status Report
TSS	training support system
TTAD	temporary tour of active duty
TTHS	trainee, transient, holdee, and student
TTP	tactics, techniques, and procedures
TTSP	threat test support plan
TUSCAB	The U.S. Continental Army Band
TXI	Title XI of the FY 1993 National Defense Authorization Act
UFMCS	University of Foreign Military and Cultural Studies
UFR	unfinanced requirement
UMT	unit ministry team
USAAA	U.S. Army Audit Agency
USAAC	U.S. Army Accessions Command
USAEREC	U.S. Army Enlisted Records Evaluation Center
USAF	U.S. Air Force
USAMAA	U.S. Army Manpower Analysis Agency
USAR	U.S. Army Reserve
USARC	U.S. Army Reserve Command
USASMA	U.S. Army Sergeants Major Academy
USAWC	U.S. Army War College
USF	unit set fielding
USN	U.S. Navy
USSTRATCOM	U.S. Strategic Command
VTC	video teleconference
VTT	video-teletraining
WO	warrant officer
WOES	Warrant Officer Education System

Section II

Terms

Definitions of terms are found in Joint Pub 1-02. This glossary defines terms requiring expanded explanation.

architecture

A framework or structure that portrays relationships among all the elements of the subject force, system, or activity. The structure of components, their relationships, and the principles and guidelines governing their design and evolution over time. Architecture provides data sets that describe the missions and tasks that must be performed and for what purpose -- the operational view, the nodes and their characteristics that support the missions and tasks -- the system view, and how the nodes exchange information and interact to perform the desired effects associated with the tasks -- the technical view.

assist

TRADOC organizations or staff elements a higher HQs directs to provide augmentation or other support to a lead for a function, task, or role. The augmentation or other support includes, but is not limited to, all applicable DOTMLPF domains. The organization that aids, complements, or sustains another organization, and is responsible for providing the assistance the lead organization requires. (TR 10-5)

capability

The ability to achieve a desired effect under specified standards and conditions through combinations of means and ways to perform a set of tasks. It is defined by an operational user and expressed in broad operational terms in the format of a joint capabilities document, ICD, or a joint DOTMLPF change recommendation (DCR). In the case of materiel proposals, the definition will progressively evolve to DOTMLPF performance attributes identified in the CDD and the CPD. (CJCSI 3170.01E)

capability development document

A document that captures the information necessary to develop a proposed program(s), normally using an evolutionary acquisition strategy. The CDD outlines an affordable increment of militarily useful, logistically supportable and technically mature capability. (CJCSI 3170.01E)

capability documents

A generic term to describe the ICDs, CDDs, CPDs, and DCRs.

capability gaps

The inability to achieve a desired effect under specified standards and conditions through combinations of means and ways to perform a set of tasks. The gap may be the result of no existing capability or lack of proficiency or sufficiency in existing capability. (CJCSI 3170.01E)

capability production document

A document that addresses the production elements specific to a single increment of an acquisition program. (CJCSI 3170.01E)

chemical surety

A system of control measures designed to provide protection to the local population, workers, and the environment by ensuring that chemical agent operations are conducted safely; that chemical agents are secure; and that personnel involved in those operations meet the highest standards of reliability.

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circulars

Command circulars contain material that is directive or informational, is transitory, or needs publishing only once. Circulars expire 2 years from the date of issue or earlier. (TR 25-35)

collective training

Training either in institutions or units that prepares cohesive teams and units to accomplish their missions on the battlefield and in operations other than war.

common core

The combination of common military tasks, common leader tasks, and directed or mandated tasks for specific courses, grade levels, or organizational levels regardless of branch or career management field or program.

common task

The critical individual tasks that all Soldiers at a specific skill level or organizational level must perform.

common task test

A formal hands-on test administered by the unit that measures a Soldier's proficiency on common critical tasks from the Soldier's Manual of Common Tasks.

concept

A notion or statement of an idea – an expression of how something might be done – that can lead to an accepted procedure (CJCSI 3010.02A). A military concept is the description of methods (ways) for employing specific military attributes and capabilities (means) in the achievement of stated objectives (ends). (TR 10-5)

contemporary operating environment

A generalized assessment of any adversary's strategies, capabilities, and TTP that may be used to engage U.S. forces. A catalog of reasonable, feasible, and credible enemies in conjunction with the significant non-military environmental variables to challenge unit training objectives and drive leader development.

coordination

Consultation leading to an expressing of views. To cause to act or work together for a common purpose, as in timing, unifying, and integrating work. (TR 10-5)

DOTMLPF change recommendation

A recommendation for changes to existing joint resources when such changes are not associated with a new defense acquisition program. (CJCSI 3170.01E)

Devil's Advocate

An independent process or methodology to critically challenge concepts, doctrine, organizational designs, and technical capabilities. Where feasible, SMEs from within the government, DOD, scientific, academic, industry, and international communities are integrated into the process to increase the rigor, depth, and quality of the analysis and findings.

direct authority

Broad authority to act on matters relating to the execution of an organization's assigned functions and responsibilities. The latitude direct authority provides is bounded by the overall commander's vision, priorities and guidance, both written and verbal. Direct authority is a measure of control less than that included within the term command and more than that included within the term ADCON. Direct authority provides a leader the ability to influence the activities and initiatives of subordinate organizations but not to control day-to-day operations. (TR 10-5)

domain agent

M&S domain agents support domain managers by gathering requirements, ensuring user requirements are understood and supported, and managing the domain review and approval process. Domain agents are responsible for developing and maintaining a database of investment information for their assigned models and simulations. They provide updates to the central investment database when Army M&S Office requests, and manages the execution of approved investments. (AR 5-11)

domain manager

Headquarters, DA designates a manager for each M&S domain. Domain managers coordinate M&S activities and develop and maintain supporting plans for their domains, to include domain management plans and domain investment plans. (AR 5-11)

field operating activity

An organization which has the primary mission of executing policy and would still be required in the absence of the headquarters to which it reports (An activity is subordinate to MACOM level.) (AR 71-32).

future operating environment

A forecast of the logical end state of the trends developed in the COE as they affect the employment of U.S., its allies, and joint forces. Provides the basis for comparing concepts and developing requirements for future joint forces. Considers "wild card" or unanticipated events or developments that may not be apparent in the COE in the context of potential adversaries. Time period is the far end of the Defense Planning Guidance.

individual training

- Training which prepares the Soldier to perform specified duties or tasks related to an assigned duty position or subsequent duty positions and skill level.
- Training which officers and NCOs (leader training) or Soldiers (Soldier training) receive in schools, units, or by self study. This training prepares the individual to perform specified duties or tasks related to the assigned or next higher specialty code or skill level and duty position.

initial capabilities document

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Documents the need for a materiel approach or an approach that is a combination of materiel and non-materiel to satisfy a specific capability gap(s). It defines the capability gap(s) in terms of the FA, the relevant range of military operations, desired effects, time, and DOTMLPF and policy implications and constraints. The ICD summarizes the results of the DOTMLPF and policy analysis and the DOTMLPF approaches (materiel and non-materiel) that may deliver the required capability. The outcome of an ICD could be one or more DCRs or CDDs. (CJCSI 3170.01E)

institutional training

Training, either individual or collective, that takes place in Army service schools, Army training centers, or other TASS locations.

integration

The extent of coordination or interdependence that is needed within the organization in order to make effective, efficient decisions and successfully accomplish its roles, responsibilities, and functions. There are three levels of integration:

- **Basic integration** which is accomplished through published rules and procedures. Integration is achieved through procedures and direct interaction is normally not required between organizational units.
- **Complex integration** which is accomplished through an approved plan or order. Interdependence is achieved through an operational plan or order in which the responsibility for and sequence of task accomplishment are specified in detail.
- **Highly complex integration** which is the process of mutual adjustment in which closely coordinated contact is required within the management hierarchy (or chain of command) and which also implies cross-functional teams or individual integrators.

Each of these levels of integration is found in all Army organization to some extent. Effective organizations facing more diverse environments or complex tasks or functions will use all of these integrative processes. (TR 10-5)

key enabler

A significant function that underpins the ability to execute two or more core functions. An integral component of the set of functions or tasks required to execute a core function. One or more organizations can perform this function. (TR 10-5)

lead

The TRADOC organization or staff element having primary responsibility for a function, task, or role a higher headquarters assigns. Responsibility for the function, task, or role begins with initial assignment and ends with its completion. The responsibility also includes all aspects of execution and integration of all applicable DOTMLPF domains. The organization which receives assistance from another organization(s) or staff element(s), and is responsible for ensuring that the supporting organization(s) or staff element(s) understands the assistance required. Specifically, lead has three areas of responsibility:

- Develop, coordinate, and recommend command policy.
- Develop, coordinate, and recommend command guidance.
- Develop, coordinate, and recommend taskings to execute specific missions or tasks

or provide specific support. (TR 10-5)

major Army command

A command directly subordinate to, established by authority of, and specifically designated by HQDA. Army component commands of unified and specified commands are major Army commands. (AR 10-87).

major subordinate command

A command directly subordinate to, established by authority of, and specifically designated by a major command.

manage

To exercise formal, delegated authority to direct or monitor the activity of others in executing an aspect of the organizational mission or the appropriate use of resources (personnel, funds, materiel, facilities, information, time, or others). Managing implies a degree of independent action or responsibility broader than staff management but does not conflict with the essential functions of the lead organization (developing, coordinating, and recommending policy, guidance, and taskings/tasks).

memorandum

Command memorandums apply to HQ TRADOC only. They establish policies, responsibilities, and administrative procedures; pattern of organizations and workflow; and recurring and special forms and reports within HQ TRADOC. They are effective until superseded or rescinded. (TR 25-35)

modeling and simulation

A “model” is a mathematical, logical, physical, or procedural representation of some real or ideal system, and “modeling” is the process of developing a model. A “simulation” is the implementation of a model in executable form or the execution of a model over time. Taken together, “modeling and simulations” or M&S refers to the broad discipline of creating, implementing, understanding, and using models and simulations. Modeling and simulation facilitates early identification and reduction of the risks associated with complex system acquisition programs; helps to better understand what kinds of system requirements and architectures are feasible and affordable given various programmatic and technological constraints; and provides insight into how to better manage system engineering efforts so as to improve the overall likelihood of a successful acquisition effort. (TR 10-5)

operational architecture

Portrays an operational warfighting concept. A description (often graphical) of the operational elements, assigned tasks, and information flows required to accomplish or support a warfighting function. It defines the type of information, the frequency of exchange, and what tasks these information exchanges support. (TR 10-5)

operational control

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Operational control is the authority to perform those functions of command over subordinate organizations involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Operational control should be exercised through the commanders of subordinate organizations. Operational control normally provides full authority to organize commands and forces and to employ those forces as the commander in operational control considers necessary to accomplish assigned missions; it does not, in and of itself, include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training. (Joint Pub 1-02)

operational environment

The OE is defined as the “composite of conditions, circumstances, and influences that affect employment of military forces and bear on the decisions of the unit commander”. It is wide-ranging and geostrategic, encompassing geopolitics and globalization in economics, technology, and demographics, and incorporates both U.S. and threat military developments. (Joint Pub 1-02)

pamphlet

Command pamphlets are permanent instructional or informational publications that apply command-wide. Pamphlets are not directive. They provide guidance and information needed to carry out policies and procedures established by regulations. Forms established by pamphlets are for optional use only. (TR 25-35)

plan

A projected procedure for carrying out an undertaking. A plan sets forth the specific tasks the participants will perform and includes policy and procedural guidance. A plan differs from a program in that it may be less specific and normally does not schedule accomplishment or resource distribution within specified dates. Planning normally precedes programming. (TR 10-5)

policy

A high-level overall plan embracing the general goals and acceptable procedures of an organization in light of given conditions to guide and determine present and future decisions. (TR 10-5)

program

An organized procedure for carrying out a mission. Although its elements may vary considerably, it usually includes a statement of the mission, objectives to achieve within specific dates, priorities, provided resources, schedules to accomplish, progress indicators, and follow-on requirements. (TR 10-5)

red teaming

A function executed by trained, educated, and practiced team members that provides commanders an independent capability to challenge plans, operations, and capabilities in the context of the OE and from our partners’ and adversary’s perspectives.

regulation

Command regulations contain policies, responsibilities, and administrative procedures relating to subjects not contained in ARs or which support or better define command guidance derived from ARs and DOD directives. They are permanent directives, effective until superseded or rescinded. Each regulation is confined to a single subject and is the only authority to prescribe mandatory use of command forms. (TR 25-35)

requirement

An established need justifying the timely allocation of resources to achieve a capability to accomplish approved military objectives, missions, or tasks. (TR 10-5)

Soldier's Manual of Common Tasks

A document which contains the critical tasks which every Soldier must be able to perform in order to fight and win on the battlefield. It provides the conditions, standards, and performance measures for each common Soldier critical task.

staff management

The responsibilities of the staff to assist and coordinate lead organization efforts by analyzing, monitoring, assessing, and developing recommendations for the commander on all activities affecting policy, organization guidance, developmental processes, and implementation or execution processes in support of the organization meeting its mission. The staff will facilitate the coordination and dissemination of plans, doctrine, and training with higher HQ and external agencies as appropriate. (TR 10-5)

strategic communications

Identifying and communicating with the internal and external organizations or audiences to achieve desired outcomes. In doing so, the command develops, synchronizes, and articulates key themes and messages in support of the strategic vision, goals and objectives. STRATCOM will inform a broad variety of audiences and ensure command-wide unity of effort. Effective strategic communication not only serves the command, but must support the Army and the joint communities in their STRATCOM efforts. (TR 10-5)

strategic engagement

Interaction with stakeholders who potentially affect the ability of the joint community, the Army or TRADOC to accomplish their strategic goals or mission. Interaction includes deliberate communications activities with specific, concise, unifying, and consistent themes and messages, targeted at a specific stakeholder in a planned environment, using a designated messenger, that support a broader STRATCOM plan. (TR 10-5)

strategic planning

The comprehensive process of an organization setting goals, developing strategies, and outlining tasks and schedules to accomplish its assigned mission within allocated resources. (TR 10-5)

supplement

Supplements contain policies, responsibilities, and administrative procedures required to implement ARs. It is the only medium authorized to provide subordinate commanders additional

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instructions to implement an AR. Supplements do not supersede, change, or rescind any portion of an AR. (TR 25-35)

system

The combination of the components and subelements which function together as an entity to accomplish a given objective. A system includes the hardware and all other required items, such as facilities, personnel, data, test measuring and diagnostic equipment, and training equipment. (TR 10-5)

FOR THE COMMANDER:

OFFICIAL:

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*Original signed document is retained on file by the TRADOC CIO, Publications Officer